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Film "first"...

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1951

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A NEW FIELD FOR PRIVATE INITIATIVE

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COVER PHOTO

Brad Adams (Lloyd Bridges), chosen from the workers as manager by a New England plastics mill owner, explains some of the practical headaches of balancing production, sales and wages to his former associates in the plant union. Scene is from "The Whistle at Eaton Falls," full-length Louis deRochemont production which Columbia Pictures will distribute nationally. The dramatic management-labor understanding film has been acclaimed by union leaders and businessmen. (Story on page 28.)

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NOTED IN BRIEF . . .

• Russell Davenport states that business problems can no longer be solved by management consideration of industrial and economic factors alone. Social consideration now enters into the determinations, and he calls for business management initiative in social matters.

• "What benefits has the public obtained from PR?"—is discussed as the PR Question of the Month.

• Wage earners make up a forum that provides answers of interest to business and government, in the experience of Macfadden Publications. Started as a service for the publishing company's magazine editors, the opinion surveys have developed some pertinent reactions from wage earners that have been made available as a goodwill publisher's service to business and PR leaders.

• Cotton and cheesecake—the use of the female angle in product and industry promotion is set forth for readers in a report of the National Cotton Council, and its annual "Maid of Cotton" program.

• Some pointers on getting along with the neighbors are discussed in a "How We Did It—" feature on the Basin Oil Company's handling of some knotty problems in a residential area adjacent to a producing lease.

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Good Luck to Tide

WE ARE INTERESTED in the move of our contemporary, *Tide*, over into the bailiwick of *Modern Industry*, a shift which was announced in the June 15th issue of *Tide*.

Though *Tide* is devoted primarily to the fields of advertising and marketing, it has in recent years paid welcome attention to the development of public relations and has helped appreciably in disseminating news and information about our growing profession.

Reginald Clough, President and Editor of *Tide*, tells us that under the new management *Tide* will continue in much the same format as at present and will maintain its interest in public relations. The special department on public relations which was dropped recently for two or three issues, owing to personnel changes, will be resumed in the near future.

Lincoln Never Said That

RECENTLY A READER sent us for use in the JOURNAL a quotation allegedly by Abraham Lincoln, beginning:

"You cannot bring about prosperity by discouraging thrift. You cannot strengthen the weak by weakening the strong. You cannot help the wage earner by pulling down the wage payer. You cannot help the brotherhood of men by encouraging class hatred."

Darn fine sentiments, we thought, but there was something vaguely wrong about the quotation: it didn't seem to fit Lincoln's times, however apt in ours. So we did a little checking, and came across the same quotation in a mighty interesting and useful article by Albert A. Woldman, in *Harpers* for May, 1950.

Mr. Woldman's article was entitled "Lincoln Never Said That," and every public relations man who has occasion to quote Lincoln, in public or private, ought to dig it out and read it.

In the eighty-six years since Lincoln's assassination quite a few self-appointed ghost writers apparently have been "improving" Lincoln's messages to suit themselves and their own particular interests. Some amazing statements have been attributed to the author of the Gettysburg Address. Almost any "Lincoln" statement you hear or read today is suspect, unless the source is given. Many are outright fakes—even including the well-worn one about labor quoted by Vice-President Barkley not long ago at an AFL dinner in honor of the late Samuel Gompers: "All that harms labor is treason to America." This standard article of

Americana, which frequently appears in trade union publications and speeches, is a complete phony, according to Mr. Woldman.

Lincoln is widely "quoted" by prohibitionists and anti-prohibitionists to prove their points; by anti-Catholics and maybe also by pro-Catholics; by special pleaders of all sorts, by politicians, Fourth-of-July orators—and sometimes also by public relations men. Some oft-heard quotations are authentic, but a lot of them have been doctored, and some are outright fakes.

Even that famous Lincoln "quotation": "You can fool all of the people some of the time and some of the people all of the time, but you cannot fool all of the people all of the time" is of doubtful authenticity, according to Mr. Woldman. Lincoln may have said it, but there is no documentary proof.

Says Mr. Woldman: "The list of Lincoln 'quotations' grows larger from year to year. Lincoln, of all Americans, is all things to all men. They will undoubtedly continue to quote—and misquote—him as long as his fame endures."

Learn to Use Specialists

MANY PUBLIC RELATIONS DEPARTMENTS, big and little, could do a better job than they are now doing if they would learn to use other people's skills, knowledge and equipment as well as their own.

Too many of us think of our own mental equipment and abilities as being the best there are, little realizing that in almost every department of human endeavor there are specialists who have been at it longer, or know how to do it better, and who would be glad to make their extra knowledge and ability available to us at small expense compared with the advantage to us and our companies of such help.

The best part is that we have to pay for only such help as we use from these specialists. Their aid is available on the American plan. They do not add permanently to overhead; they do not overload the staff, or add further to the already onerous burdens of public relations management. And they can help us turn in a better job than we could perform in any other way. A fortunate public relations manager is he who has an ample staff of such specialists at his call—and who knows how to use them.

AS OUR WISE FRIEND, Robert Updegraff, has said: It's a mistake to think that people won't always behave like people.

A new field for private initiative

*"What we need is the affirmation of a new principle:
the principle of private initiative in social matters"*

By Russell W. Davenport

Editorial Consultant
Fortune Magazine

I WANT TO BEGIN with a parable—the parable of a man who had trouble with his wife. This man had trouble about ashes from his cigars and cigarettes. He had lived a good number of years as a bachelor and had become very careless about where he flicked his ashes. They usually went on the floor.

For quite a while after they were married his wife said very little about this. She would put an ashtray near him wherever he sat down, but she was a little afraid to scold. After a time that wore off. Every time he spilled ashes she scolded more. And pretty soon these ashes were in a fair way to break up the marriage.

Now the hero of this parable proceeded in a very human manner. He didn't do much about changing his habits; instead, he tried to talk his way out of his trouble. He began by apologizing. When this didn't do any good, he tried to brush the matter off by pointing out that, after all, it wasn't so serious; it could easily be cleaned up by the vacuum cleaner. This remark cost him a new vacuum cleaner, so he tried another tack. He resorted to long and somewhat irate lectures. Here he was, very tired after a day's work, and why should he come home and be nagged all the time? He was *trying* to learn to use ashtrays, and he had improved a great deal; but his wife never gave him any credit for it. Why wouldn't she look on the brighter side of things and let him relax in the evening and enjoy her company?

You can imagine that this talking did very little good. Things in the evening were tense and snappish. After a while our hero got to complaining to his friends that his wife didn't understand him. It didn't matter what he said to her, she just couldn't understand. He was having trouble, you see, with what we call communications.

Then one night everything got even worse. That particular night he really had tried very hard. He actually had put his cigarette on the edge of an ashtray, but then the telephone rang and he had to go to answer it, and this happened to be the kind of ashtray that lets a cigarette fall the wrong way when it burns far enough. It fell out of the ashtray and burned a terrible scar in a mahogany table.

Well, it was a crisis, and the worst thing about it was that this time he really had tried. He really had put his cigarette in an ashtray. But he couldn't possibly explain this. Things had gone much too far. Rational communication had broken down entirely.

Action can solve situation

I fear that if we follow this parable any further, it will lead us to disagreeable events. We have followed it far enough to illustrate the very simple point I want to make. It's perfectly clear that no amount of talk is going to eliminate those ashes, or the jitters they give the wife, or the jitters that her jitters give the husband. Only *action* can solve this situation; only if our hero will actually go out and buy a couple of dozen ashtrays of the kind that don't let cigarettes fall out of them, and then really use them.



Now American business is in a situation precisely analogous to that of that henpecked husband. American business is henpecked—there is no doubt about that. It is henpecked by a lot of people that don't really understand business. These people are continually criticizing business for things that business does that they don't approve of—or things that business fails to do that they think it ought to do. And the situation has become quite tense. There is even a lot of hostility toward business.

In the face of all this, business has developed a theory. The theory is that there is a failure in communication. A better "public relations" job is needed—more and better ads about private enterprise—more and better words, to "sell" the critics on business' point of view. In short, American business, like our hero in the parable, is trying to talk its way out of a situation. And public relations men are supposed to invent the talk.

Too many talk too much

This is no criticism of public relations men. Within the limitations of the job that is handed out to them, American public relations people are doing an incredibly good job. My complaint is not against them, but against the job that they are being asked to do. My complaint is really against the boss—against that particular man, or group of men, in every business who has the power to set the fundamental policies. Too many of the leaders of business still have the idea that they can *talk* their way out of the ashes they are strewing on the floor. Few—very few—have undertaken to solve the problem of business acceptance through *action*.

Now it's all very well to talk about action—but what kind of action? Can we bring this nebulous idea of action down to earth?

Yes, but we must take a little detour back through American history. For the first 135 years or so of its history, this nation was primarily concerned with the

Except for brief stints with Columbia Broadcasting System in 1947, the national Republican campaign of 1940, and as a reporter for *Spokesman Review* in 1924, Russell W. Davenport has been with *Time*, Inc. since 1923. At various times he has served on the staffs of *Time*, *Fortune* and *Life* magazines. Since March 1948 he has been editor of *Life Round Tables*. He is the author of *Through Traffic*, published in 1929; and has contributed articles and poems to numerous magazines in recent years.

problem of its own economic and industrial development. That aim, by and large, overshadowed all others. The method we chose for that development was rather closely patterned on the system of Adam Smith, and has come to be known as *laissez faire*.

I am not going to attack or to defend the concept of *laissez faire*. I wish to make the point that in our arguments about the American method, the American economic system, we have all too often asked ourselves the wrong question. We have all too often asked, "Who controls our economic system?" But the question I would ask of any economic system, if I wanted to get to the heart of it, is not "who controls it" but "*who has the initiative with regard to it.*" In whose hands does the initiative reside?

If the initiative resides in the hands of those who also control the economic system, that would be a closed economic system. But if the initiative is dispersed, widespread, and expansive, then it matters relatively little who may or may not control the system at any given time, because that control is sure to be wrested away from them.

Private parties provide initiative

It is self-evident that during the first 135 years of our development, the economic and industrial initiative of the United States was indeed dispersed, widespread, and expansive. This was true for one very simple reason: this economic initiative was always in private hands, whether individual or corporate. Private parties took the initiative in building this country. They had, to be sure, a great deal of help from government, both federal and state. But no one can ever say that the federal government, or any other government, provided the initiative for the economic and industrial growth of this country. Private parties provided it.

By the time of the First World War the stupendous success of this system began to create a new kind of problem. It created, in the first place, great industrial centers, where men lived wholly on the sufferance of man-made machines and production lines. When these flourished, millions of people would thrive; when these languished, they would starve. The new kind of problem that was created by this fact has come to be called the *social problem*—the problem of *how people can live together*—the problem, ultimately, of how they can live with their machines.

The social problem began to appear in a serious way after the First World

War, but we paid very little attention to it. Throughout the long, golden afternoon of the nineteen twenties, neither political party saw any particular political opportunity in the social problem. Curiously enough, if one can believe the coincidence of his speeches, even Franklin Roosevelt did not fully realize the nature of this opportunity during the campaign of 1932.

This oversight on Mr. Roosevelt's part was soon corrected. He had not been in office a year before the social problem became, not only the leading problem of the country, but the most valuable and most popular thing that Mr. Roosevelt had to sell.

And here an extraordinary thing happened. So long as the major American problem was economic and industrial, we had proceeded upon the assumption that private initiative was the way to get things done. But when the New Deal hit the social problem, it boldly reversed this assumption. It gave lip service, to be sure, to private initiative so far as economic matters were concerned. But with regard to the social problem it made the curious assumption that the individual, the private party, was irresponsible; and therefore *that the initiative in social matters should lie with the government.*

That was a historic, though doubtless subconscious, decision. And it started a whole new trend in the evolution of America. It started a trend toward giving the government more and more initiative in social matters, and then in matters bordering on the social. And

this trend rapidly spread. It was quickly discovered that you cannot deal with a social problem in purely social terms. The solution to a social problem leads inevitably into the field of economics. So when the government is given the initiative in social matters it quickly acquires initiative in economic matters also. This trend has gone farthest in agriculture, where the federal government now frankly exercises economic initiative on an enormous scale.

New Deal assumption

All this goes back to that single assumption made by the New Dealers, that private parties, whether individual or corporate, are socially irresponsible. I am interested in a small institute called the Institute for Creative Research, which has attacked this problem, and which has come out to the firm conclusion that this New Deal assumption was wrong. It is absolutely not true that the American individual is socially irresponsible. It is not even true that the American corporation is socially irresponsible. That is to say, it is not necessarily true. In the opinion of our Institute, the American people are hungry for social expression—for the opportunity, if you like, to take the initiative in social matters. They want to work together. They want to help each other. They want to participate in the problems and the achievements, not only of our economic system but of our society. They want to be human beings.

But the way things stand, they are
(Continued on following page)



"My advice is, henceforth don't go into the wrapping department and argue politics!"

prevented from doing this. They are prevented by customs, by ideas and ideologies, by assumptions such as the one the New Deal made. Just look at the picture. When business talks about private initiative, it always means initiative in economic matters—something that may be very difficult for the average man to achieve—something, at any rate, that he has come to be suspicious of. On the other hand, when the government talks about social problems, it excludes the individual, because it assumes him to be socially irresponsible. Nowhere has anyone come forward with what the American people really want, what they are really seeking deep down in their hearts: that is to say, a program, based upon the assumption that they are responsible human beings, which would provide them with the opportunities—and the incentives—to implement their own social goals for themselves.

What we need is the affirmation of a new principle: *the principle of private initiative in social matters.*

I do not mean charity. I mean a new way of life that lies just ahead of us, if we will seize the opportunity. Certain things are happening right under our eyes which provide the kind of opportunity I am talking about.

Take the city of Philadelphia. On the north side of that city there is a frightful slum, which I remember from my childhood. Neither political party has ever done anything about that slum. Recently, however, a group of wealthy Quakers got together and decided to do something. They worked out a very thorough plan. First they put up a large revolving fund. Then they went to the schools of the district and persuaded the principals to give special courses in manual training. Then they went to the labor unions and got an agreement, that if a housing project were undertaken in that district, the unions would permit a certain portion of the labor to be performed by the people living in it and by their kids who were being trained in the schools.

Self help by participation

Think of it! Here was a real self-help social project, involving the *participation*—and note that word well—of all concerned, and financed by private capital. No government money! No added taxes! The people themselves were to help tear down their old houses and build their new houses. The idea was to proceed with this block by block. While one block was being torn down and rebuilt, the people in it would be housed temporarily elsewhere. Those

very people would help do the tearing down and rebuilding. Then they would be given a chance to buy the new apartments on very easy terms. The initiators of the project, in fact, figure that with a long period of amortization these people can buy these low-cost houses, which they themselves helped to build, for a monthly payment only a little more than their present rent.

Why wouldn't it be possible for a group of businesses in St. Louis to get together and do just what those Quakers propose to do? The revolving fund, of course, would have to be substantial,

Words—clear, precise, honest words—would be necessary to explain why the businesses of St. Louis undertook such a project. Words would be needed to explain and develop this new principle that I am trying by this example to illustrate, the principle of private initiative in social matters.

As long as you wait for government, whether municipal, state or federal, to take this kind of initiative, you are merely playing into the hands of those who are against business, those who mistrust business, those who hold to the New Deal fallacy, that private parties

How old are you?

You are YOUNG if...

You don't have to know a person's background to like him. You're still folksy.

You occasionally throw back your head and laugh out loud. You recognize the importance of good grooming, and carry yourself erect.

You're still making new friends. You don't try friend-picking for your children.

You still read books, explore hobbies, make others happy. You don't have time to "kill."

You are OLD if...

You're no longer flexible; you expect the whole world to conform to you.

You think the younger generation is going to the dogs.

You live in the past. Your conversations with youngsters begin, "Now when I was your age..."

You won't add your enthusiasm to a community project. You don't keep up with world events and news.

It's too much effort for you to call on a sick neighbor. You never have a new idea.

Successful Farming

but eventually it would be paid back—and even if it were not, would it be entirely wasted? Thousands of persons in St. Louis would find new housing, and might even have the added excitement of helping to build their own homes, because a group of St. Louis business firms took the initiative with regard to a grievous social problem.

Please don't get this idea confused with the old idea of "company housing." This new housing would not give preference to workers in any particular company. I am talking about St. Louis business working at the St. Louis community level.

Now, which would be the more effective from a public relations standpoint?—a million dollars worth of words about the enterprise system, or a million dollars subscribed by your corporation to that revolving fund for the benefit of the community? My vote goes for the action!

But let me be clear. The action would not be of much value without words.

are socially irresponsible. The only way to dispel that illusion is to take the initiative in social matters yourselves.

What we need is action. Words alone are not enough. Words must be used to accent, reinforce, and explain the action that we take.

Social action needed

The kind of action that we need is *social action*—action that has to do with the problem of living together in an industrial age. And the initiative for this action, if our free system is to survive, must come from private parties, individual and corporate.

The key concept of this action—and here is the secret—is participation. We must learn how to provide ways and means by which human beings can participate, on a mutual basis, in building a good life for themselves.

The trouble with government planners is not the planning. Planning is necessary to social growth. The trouble

(Continued on page 16)

City officials listen to students—

University of Washington students make contribution to successful settlement of Seattle's lighting problem

By Byron H. Christian

Professor of Journalism
University of Washington

ON MARCH 5, 1951, Seattle City Light, the municipally-owned power system, became a "monopoly" in the Seattle area by the simple process of buying out its private competitor and consolidating the two systems. The whole deal, however, had been carried out in such an atmosphere of public doubt and suspicion that the problem of public acceptance of and support for the merger became a major consideration.

The events leading up to the marriage had been anything but serene. Threatened with probable loss of its franchise, the Puget Sound Power and Light Company made a deal with city officials to sell its distribution facilities in the Seattle area for approximately \$26,000,000. The issue was put up to the voters last November. Despite outward support of the proposition by city officials and officials of the power company, as well as many civic and business and labor groups, there was an undercurrent of opposition that almost defeated the measure. The margin was so close that a long recount was necessary.

Then, when it appeared that everything was settled, electrical union employees decided to strike because the City Council refused to negotiate a contract with them. It seemed that the merger would be consummated with a complete blackout of the city. Fortunately, the two parties came to terms on the very eve of the consolidation.

It was in this tense period that eleven University of Washington students—all but two undergraduates—edged themselves into the confused situation. In January they had undertaken a study of City Light's public relations problems as a class project with the purpose of drawing up a tentative program. But what they saw happening before their eyes was more than they bargained for.

Not to be daunted, the class continued its labors on the long-range aspects of the problem, but they kept abreast of the current situation. As a result there were three immediate effects of their study.

On March 2, approximately 80,000 citizens in the area, former customers of the private power company, were mildly surprised to receive a cordial letter from E. R. Hoffman, superintendent of the municipal system, welcoming them to City Light.

"We are happy to have this opportunity to serve you and to better acquaint you with the services and policies of this organization," the letter read. Then followed a frank explanation of City Light's aims.

On March 13, an advertisement appeared in daily and weekly newspapers of the area with an attractive map showing the whole district to be served by City Light, which included suburbs to the north and south of the city. The heading for the ad was: "For A Greater Seattle." And in type was a pledge to continue giving dependable electric service at the lowest possible rates.

On March 24, the *Seattle Municipal League News* ran a front-page article under the headline: "City Light's 'Mo-

nopoly' Faces Test." The story pointed out that "John Q. Public was not overwhelmingly convinced that the power merger was desirable," but the paper complimented Superintendent Hoffman for recognizing that the burden of proof rested on City Light's officers and employees. Then it quoted from an editorial signed by Hoffman in the City Light employee house organ, which read as follows:

We must prove to the people of Seattle that they can expect the same prompt and courteous service they have received in the past. Our past record has been one of good service and fair rates. We should do even better . . .

Promptness and courtesy should extend into all departments where contact is made with the public whether it be in person, by letter or over the telephone. It is not just the little things we do, but the things that we go out of our way to do that will be the true measure of our customer relations.

All three communications—the letter, advertisement and editorial—were worked up with the cooperation of the class. However, the major contribution the students made was a 60-page mimeographed booklet, including illustrations, entitled "City Light and Its Publics," which was presented to City Light officials as a suggested public relations program for the organization over the next two or three years.

What effect the students' recommendations will have on City Light policies and practices cannot be determined at this date since officials are still studying the booklet. But, there is no question that the project was a complete success from an educational viewpoint.

The writer of this article set out last fall to prove that a live and practical public relations problem could be brought into the classroom, if an organization could be found that (a) needed public relations help, and (b) was will-



Byron H. Christian is Professor of Journalism at the University of Washington, Seattle, having first joined the faculty in 1926. He has also been a practicing newspaperman in Seattle, Spokane, Olympia, San Francisco, Detroit and New York City. During World War II, he was a public relations officer in the U. S. Air Force. Early in 1945 he was ordered to Washington, D. C., to establish the first public relations school in military history. He returned to the University in 1947. Professor Christian is co-author, with J. Handly Wright, of a book entitled *Public Relations in Management*.

ing to be a "guinea pig" for the experiment. The proposal to put City Light on the operating table, however, was received with some qualms.

Here was an organization that already served 122,000 electric power and light users in the Seattle area and proposed to add 80,000 more. Its employee force would be increased from 1,400 to 1,750 by the merger. Seattle is one of the most electrified cities in the nation. It is said that there are more electric ranges in Seattle than in the cities of New York, Chicago and San Francisco combined. The project looked like a prodigious undertaking for inexperienced students.

However, City Light officials agreed to cooperate fully. They assigned one of their staff members, who had been handling press releases and public relations matters, to register in the course for credit and attend classes regularly. This was the key to the project's success. Joseph DeLeon, an employee of City Light for 16 years, had a good grasp of the public relations problems that his organization would face as a result of the merger. He guided the students day by day in their work and supplied the background material so necessary to an understanding of the operation.

The students then took over. They studied other programs; they made special trips to City Light offices to interview officials; they held their own discussions in and out of class; they worked out their own assignments. The booklet was the result of their two-month study.

Early in the presentation, the students pointed out that City Light is a target for a number of "public fears and suspicions" as a result of the merger, among them: that consolidation will diminish the initiative and enterprise of City Light in developing and extending its facilities to take care of new business; that light rates will go up now that a monopoly has been achieved; that standards of service will go down; that employee loyalty and morale will deteriorate.

The program to meet these objections contained four basic proposals.

1. The public relations function should be elevated to a management level. The director should sit in on all policy discussions to make sure that public relations aspects are considered in formulating or changing policies. He should be clothed with authority to speak for City Light in dealing with all publics and media.

2. The director of public relations should draft, from this preliminary study, a long-range program to build public goodwill toward City Light.

3. One of the weaknesses of City Light administration is the divided authority between the City Council and City Light executives, particularly with respect to labor negotiations. It is suggested that City Light be given more power in dealing with its employees, all under Civil Service, and labor unions.

4. A reorganization and expansion of the public relations department is called



Seattle City Treasurer presents four checks, totaling 27 million dollars, to the president of the Puget Sound Power & Light Company, in payment of the company's properties in the Seattle area.

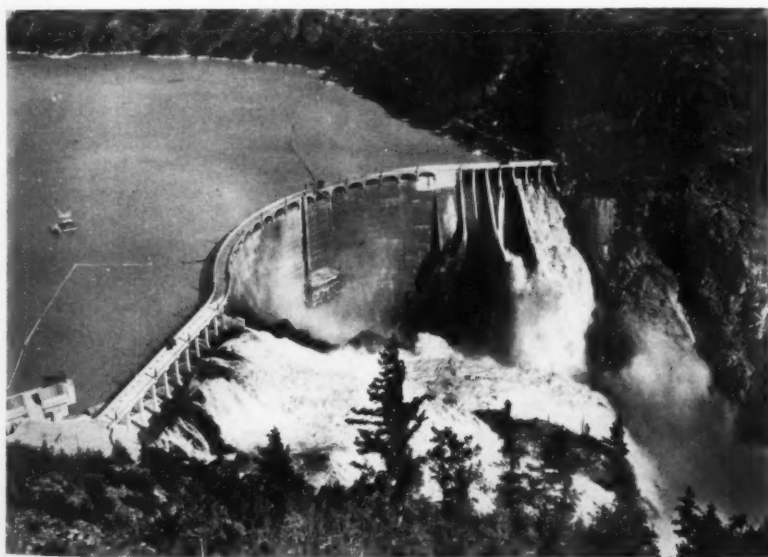
for so that news and information from various departments of City Light and from other city officials relative to City Light can be better controlled and handled. The class found much confusion in the organization's relations with the press.

The rest of the program dealt more specifically with the three major publics of City Light—employees, customers and community.

With respect to employee relations, the class recommended: organization of a labor-management committee for mutual discussion of problems; special grievance machinery; promotion of vocational training for employees; improvement of the air conditioning system in the main building; staggered lunch hours for office workers, and a safety program. To improve communication with employees, the class suggested that *City Light News*, the employees' paper, be put under the public relations department and turned into a newspaper rather than a gossip sheet; that City Light put out an employee indoctrination manual, and issue an annual report for employees to supplement the one made to the City Council.

In building better relations with customers, here are some of the suggestions: a reply card to be mailed to all customers who receive special service asking them if the service was satisfactory; an employee courtesy training program; identifying uniforms for service employees; letters of commendation to customers for prompt payment of bills over a specified period, and closer cooperation with electrical appliance dealers in

(Continued on page 14)



Diablo Dam, one of Seattle City Light's three dams in its Skagit River hydroelectric project, main source of its electric power. Seattle City Light is the second largest municipally owned utility in the United States, now exclusively serving an area with a population of over 500,000.

PR QUESTION OF THE MONTH

"What outstanding benefits would you say the public has obtained as a result of the development of public relations?"

THE DIFFICULTY with this question, as one member of the July PRSA panel aptly observed, is that "one could write a book about it." (Luckily, no one did!)

Another put it more forcefully: "It strikes me that you have taken in a thundering lot of territory with your question." To which we can only add, "Amen, Brother!"

While not in the "Yes-No" category, the question provoked the above pattern of response as to the "outstanding benefits obtained."

Four of the responses were not classifiable. Some of the responses quoted above over-lap; others appear strikingly similar. For example, does not a discarding of the "public be damned" attitude imply a better awareness of social responsibility on the part of business? And are these not the same as "a change in management attitude" and "higher morality in the conduct of corporations"? What about "better understanding of the advantages of free enterprise," the choice of two respondents, as contrasted to "better understanding of our country," the choice of a single respondent?

One panel member simply wrote, "A better awareness of what our American system is and what makes it tick."

Another gave his opinion as to public relations' contribution in this sentence: "A better understanding of many things which are good for them (the public), as well as a considerable understanding of a great many things which would be harmful."

"Ignorance is the friend of no man," wrote a panel member, and continued, "the biggest single benefit the public has obtained as a result of the development of public relations is enlightenment."

"Efforts to 'educate' the public in the ways of business have resulted in a great upsurge of sympathy for the competitive enterprise philosophy. Business problems are seen and understood in their true perspective through the sensible practice of public relations principles."

Two of this month's participants wrote almost identically.

Better awareness (on the part of business) of social responsibilities	6
Discarding of the "public be damned attitude," also on the part of business	3
Change of management attitude	3
Dissemination of information	4
Better understanding of free enterprise	2
Higher morality in the conduct of corporations	1
Increasing awareness that business is not a monster	1
Better understanding of our country	1

Said one:

"Improved access to information and from this... will come better understanding of the complexities which make up today's world."

Said the second:

"More information about more things in a world of increasing complexity."

In any question of this nature there will inevitably be similarity in the answers. Consider, for example, the following:

A. "Better public understanding of the advantages of the American system of free enterprise. The development of professional intercommunication of ideas and philosophies between segments of the body politic."

B. "I think that the most outstanding benefit to the public from public relations efforts to date is that they

are now told more about business and its activities, particularly stockholders and employees, and practically all business seems to make an honest effort nowadays to talk about what it is doing."

C. "More and more people are coming to realize that what people think makes a great deal of difference to business management. This leads folks of all kinds to participate in thinking economic problems through."

One of the most deserving and sincere men in the profession had this to say:

"As a result of public relations development, the public has a clearer understanding of many subjects, including world and governmental affairs, our economic and social structure, science, business and industry, education, religion, and charities."

"There is less mystery and more light. Public relations tends to raise standards everywhere, because its two-fold purpose is to:

1. Do whatever it can to see that good-will is deserved;
2. Do a good job of interpreting to the general public and to special publics.

"Public relations has been helpful in employer-employee relations through better communications. Stockholders are better informed about their investments. Buyers know more about value and quality of products and services (here public relations has been an aid to advertising and sales)."

Although we have heard a great deal about public relations and advertising being worlds apart, several panel members felt that the latter had been improved because of the former. For example:

"Less tendency to mislead in advertising."

And also this:

"From morning to night people enjoy the benefits of public relations efforts—

(Continued on page 18)

Each month *Journal* editors ask 100 different PRSA members their views on a question which has public relations significance. Replies are analyzed by a member of the *Journal* Editorial Committee; this month's question being summarized by Al Carrière, PR Director, C. H. Masland & Sons, Carlisle, Pennsylvania. Readers are invited to submit questions of interest for such treatment.

Next month's question: "What is the greatest obstacle in the path to greater acceptance of public relations by business and industry?"

The Wage Earner Forum— a continuing PR tool

*Macfadden Publications uses the Wage Earner Forum to
determine attitudes of wage earner families*

By Everett R. Smith

Director of Research
Macfadden Publications, Inc.

IN 1942 AND '43, THE OPINIONS and attitudes of the wage earners became of increasing importance in the minds of business and government. We began to receive an increasing number of inquiries as to wage earner attitudes from business executives who were aware that our magazines had been and are edited primarily to the wives in wage earner families. They were also aware that for a number of years we had been conducting nationwide personal surveys of reader interests, attitudes and response to editorial material.

But to answer the many questions being presented to us, it became apparent that we should be able to supply immediate and definite information in regard to attitudes of both the wives and the husbands in the wage earner families. We recognized that this also would be valuable to our company, and particularly to the editors of our magazines.

We decided that such studies should not be limited to the readers or the families of the readers of our magazines, but should be an accurate, nationwide sample of all types of wage earner families regardless of readership.

So the *Wage Earner Forum* was established. It consists of approximately 1500 wage earner families, carefully selected in personal interviews to be representative of hourly paid workers in manufacturing, transportation, mining and other activities included by the government in wage earner occupations. These are proportionately distributed by various types of activity and occupation, by geographic area and city size, and by union membership and non-members.

To these families there are sent, at intervals, questionnaires. There is always a separate questionnaire for the wife and for the husband. Each one is required to fill out his own questionnaire. Some-

times the two questionnaires are identical, but more often the husbands and wives are questioned on diverse subjects which each is the more qualified to answer. The returned questionnaires are turned over to an outside organization for tabulation on IBM machines.

The members of this panel are not compensated, except by sending them each month a gift which they have selected and which they could buy in any store for not over 25¢.

It is not the value of the little gift which keeps these families as interested members. Many a panel wife has said to me as I have dropped into their homes on my trips around the country, that she appreciates the gift, not for its monetary value, but as a regular "visitor" or friendly message from the survey supervisor, whom she has come to know through her correspondence. They feel that the letters which they receive are such that they maintain a friendly and personal atmosphere.

Men are also interested

As to the men, they also say that they are interested in filling out these questionnaires because it gives them a chance to get things off their chest, to say what they want to say and know that it will

not "come back at them." And more than one has said to me, "Mr. Smith, how do you know so well the kind of things that we are interested in and want to say something about?"

Some of the questions have to do with buying habits, attitudes toward advertising, toward various types of products, buying plans and the like. Since wage earner families are more than 60% of all the urban families in the United States, this information is important and valuable and looked forward to by advertisers and advertising agencies. We have more requests from such organizations for inclusion of questions than we can handle, because the major part of the *Forum* questionnaires is always devoted to matters of general and national interest.

So the definite value to the Advertising Department of Macfadden Publications in relation to specific advertising or advertisers is a small part of the panel with the interests of the wage earner operation. Yet the total cost of the panel operation runs into many, many thousands of dollars a year. What then, justifies all of this expense?

Considered important PR investment

It has been considered by our company to be one of our most important goodwill and public relation investments. The *Wage Earner Forum* reports are looked to and followed with interest by top executives in many of our largest companies. The mailing list has now grown to more than 6,000. The reports are frequently noted and commented on in the press. There have even been favorable comments in some of the union newspapers. All that suggests that the reports are truly factual, informative and timely.

The nature of these *Wage Earner Forum* studies is indicated in the very first one published in the fall of 1943. The panel members were queried as to which they believed best qualified for post-war leadership—government, indus-



Everett R. Smith has been director of research for Macfadden Publications since 1934; and has been active in marketing and attitude research for more than twenty years. He was advertising manager of the Fuller brush company for many years; has served as an officer and director of the Association of National Advertisers; and is president of the American Marketing Association. Mr. Smith is the author of such books as *Destiny of Free Enterprise* and *Pattern for Survival*. He has written articles for business, trade, and technical publications; and has been a contributor to text books on marketing and advertising.

try or labor. In the same questionnaire, the wives were queried about rationing and also about their plans for post-war purchases.

Every capable man in this field knows that matters connected with the job are discussed over the wage earner family supper table. In a recent report of the *Wage Earner Forum*, more than 90% of the wives listed as one of the major things discussed with their husbands, "matters connected with his job."

The workers, themselves, are not anti-business. They are not disturbed by bigness in corporations or by monopolies. Only a fourth of them have any objection to big business as such, and more than half say they think that monopolies in private enterprise are sometimes beneficial. Only 14% expressed themselves as in favor of the government's side in the recent A & P suit.

That there should be a limit on the profits a company can make is the opinion of 43%, with an additional 20% saying that there should be such a limit "in some lines." Also, more than one-third say the government should put a top limit on executive salaries and an additional 25% feel that it should be done in some lines.

Steady work greatest concern

Asked what they want from their company, of course the largest number mentioned steady work. But, three-quarters mentioned good working conditions and 70% listed "good bosses" as essential.

But perhaps, most interesting to the public relations man or labor relations man, is the fact that 64% named self-respect, or its equivalent, while half of them said they wanted to feel that they are "doing something worthwhile." And about the same number said that they want a chance to get ahead.

And while the workers were checking all these things, and writing in their thoughts, 36% said they want information about the business and operations of the company.

They have constantly stated their opposition to government interference and paternalism. Of the more than eight in ten who state that they have heard either a little or a lot about the discussed "national compulsory health insurance" program, only 27.4% favor it. Nearly half are definitely opposed.

Resentment of pressure groups indicated

However, resentment of activity of what they feel are pressure groups was indicated in a *Wage Earner Forum* report of October, 1950. Although the

majority opposed socialized medicine, many of the workers were inclined to favor it simply because of the strong and vigorous opposition to it of the American Medical Association. They are convinced that such groups as the American Medical Association, The National Association of Manufacturers and others are pushing propaganda and lobbying for their self-interest and against the interest of the workers.

Their attitudes constantly reveal that such organizations have not presented their viewpoints and arguments in line families, in language that they will understand and comprehend, and in media in which they have confidence.

Other subjects reported

Some of the other subjects and expressions of opinion in recent *Wage Earner Forum* reports are:

- Attitude toward foreign subsidies.
- Attitudes on compulsory health insurance.
- Sex education in the schools.
- Who should pay for fringe benefits.
- Attitudes toward congress for delaying legislation.
- Belief in profits for stockholders.
- Changes in attitudes toward business and industry.
- Farm subsidies.
- Good direction of government employees.
- Monopolies and the A & P suit.
- Labor unions as monopolies.
- Use of and attitude to anti-histamines and ammoniated dentifrices.
- Wage earners buying of corporation stocks, which are owned by only 11%.
- Holdings of insurance, bank accounts and savings bonds.
- Wage earner buying of durables.
- Buying on time payments.

American Proverbs

Most of us know how to say nothing—but few of us know when.

A hypocrite is like a pin—points one way and heads the other.

Education and intelligence are not always on speaking terms.

Do not resent growing old—many are denied the privilege.

Getting on is largely a matter of getting up each time you are knocked down.

—News Syndicate Co., Inc.

The appliance market.

Company health and hospital plans. Workers' contributions toward fringe benefits.

Whether it benefits the consumer.

Whether advertising is helpful or not. Is the advertising producer more reliable and his products of better quality.

Would they want advertising left out of the magazines or newspapers.

Reduction of non-essential governmental expenditures to meet armament costs.

Price and wage freezes.

Attitudes toward inflationary measures.

Draft of 18 year olds.

Deferment of brighter college students.

Should we stay in Korea and fight it out.

These highspots give an idea of the scope of interest of the *Wage Earner Forum*. As these men say, it gives them a chance to "get things off their chests," frankly and honestly and knowing that their names will never be revealed.

Validity of answers proven

The validity of their answers has been proven time and again. One outstanding example is the fact that the week before the 1948 election it was reported by this panel that the wage earners would vote 3 to 2 for Truman over Dewey and thus swing the election. Nobody believed it except those of us who were familiar with this panel—that is, not until the day after election.

No charge is made for these *Forum* reports, which are mailed to any public relations man or other company executive who wants them.

Many public relations men are familiar with these reports and follow them. Occasionally, questions have been developed for and with the cooperation of some of our largest corporations.

As the President of our company has stated, the *Wage Earner Forum* has become the most important goodwill builder of any of the activities of our company.

Public relations men know well how valuable can this type of indirect goodwill building be in many cases. When presidents of some of our largest corporations write personal letters for further information or analysis in regard to some of the *Forum* reports, and when they incorporate material from these reports in their public speeches, then we know the job is worthwhile. • •

Cotton and cheesecake

A case history of the Maid of Cotton promotion

By Ernest Stewart

Public Relations Manager

National Cotton Council of America



Maid of Cotton at a department store fashion show—attendance at fashion shows annually runs in excess of 75,000.



Short cotton formals are modeled by 1951 Maid

HOW MUCH "CHEESECAKE" can a public relations program take and still maintain its dignity?

That's a question which, at one time or another, has plagued virtually every practitioner in the business.

Here at the National Cotton Council we believe we have found the answer: A public relations program can stand just about any amount of "cheesecake" or girl promotion and remain dignified—provided the "cheese" itself is dignified.

Study, for example, the case history of the Maid of Cotton promotion.

For thirteen years, the National Cotton Council has been using a girl, or, rather, a series of girls, to do a two-fold public relations job: first, to create national and international goodwill for the twelve million members of the American cotton industry and second, to enhance the prestige of cotton as a high fashion fabric.

Not simon-pure cheesecake

Obviously, neither of these jobs can be done permanently or effectively through a cheesecake promotion of the conventional type. At the same time, the Council and the other sponsors of the Maid project (the Memphis Cotton Carnival Association and the Cotton Exchanges of Memphis, New York, and New Orleans) have not failed to consider the basic fact that there are few things in this world that have the appeal of a pretty girl. That's fundamental, but from there forward the Maid of Cotton promotion deviates widely from simon-pure cheesecake.

Since so much is dependent on the promotion, and since a wrong choice of girls could cause the entire project to go haywire, the difference in the handling of a Maid of Cotton promotion and the selection of Miss Plum Pudding or a Cheese Straw Queen becomes apparent at the outset.

The requirements for entering the annual Maid of Cotton contest are few and simple. Any girl between the ages of 19 and 25, who has never been married, is a native of a cotton-producing state, and is at least 5 feet 5 inches tall may enter. At that point, however, things stop being simple.

From the several hundred girls from the Carolinas to California who annually enter the contest, a maximum of 25 are selected by a preliminary judging panel to take part in the final judging at Memphis each December. These girls are then "given the works" by a seven-member board consisting largely of cotton

industry leaders and headed by one of the country's top beauty or fashion authorities.

For two full days prior to the public finals, the judges are provided with the opportunity of interviewing the contestants and of observing their performances at civic club meetings, informal teas, and formal dinner parties.

Selections are made on the basis of appearance, personality, stage presence, voice qualities, ability to wear clothes, education and cultural background. Special emphasis is placed on background, for long experience has proved that the month's training preliminary to the tour itself is no substitute for home training and environment.

A unique feature of the contest—in comparison with the bathing beauty pageant—is that at no time during the final judging does any contestant appear publicly in a bathing suit.

From the standpoint of publicity, the sponsors have found that lack of bathing suit art in no way lessens the play given the event by the press photo services or any other medium. For the past two years, the finals have been carried coast-to-coast by the National Broadcasting Company and every major wire and photo service annually "staffs" the contest.

New York for a month

Once selected, the new Maid of Cotton goes immediately to New York where over a period of a month she receives whirlwind training in modeling, radio and television; poses for fashion photos; and is outfitted with an all-cotton year-round wardrobe by a group of 35 of the nation's leading fashion designers.

Her tour which extends from February through June is, to the average American girl, "something out of this world." In 1951, for example, Jeannine Holland of Houston, Texas, the current Maid, is visiting 30 major American cities, Paris, and eight Latin American nations including Cuba, Panama, Colombia,

Chile, Brazil, Argentina, Uruguay and Peru. She will have traveled more than 64,000 miles by the time she returns home to Houston at the end of June.

But this travel is not without purpose. Cities to be visited are carefully selected from the viewpoint of doing a maximum job of telling cotton's story to the nation and the world.

Maid feted

Here is what the Maid of Cotton does in a typical American city. Upon, or shortly after her arrival, she meets press representatives, who have been provided with details of her visit a minimum of a week in advance. She appears on pre-arranged radio and television programs. She visits mayors and civic officials—all of whom have been notified of her arrival by corresponding officials in Memphis and her home city. She participates in one or more department store cotton fashion shows. She attends civic club meetings, receptions and even cotton balls arranged in her honor. In short, through every available medium she reaches the public with her story of cotton's fashion prestige and of cotton's importance to the American economy.

Little is left to chance. In arranging department store appearances, care is taken to watch the weather. It would be of little value, for instance, to visit Minneapolis with a wardrobe of spring and summer cotton fashions in January; likewise, Miami would be a poor bet for merchandising in May or June. Actually a diagram of the Maid's American tour resembles a zig-zag across the country, zigging and zagging northward as the trees bud out and the leaves grow green.

Such a pattern makes for better retailer cooperation. In every city, department store officials serve as central coordinators for the Maid's visit. Merchandising managers who have allotted full-page newspaper advertisements, radio and television time, window and interior displays to the Maid of Cotton find themselves playing and liking the

role of social secretary, arranging Maid of Cotton dinners and appearances before the student bodies of local high schools.

In the process of all this activity, the store's cotton apparel and piece goods sales soar. The management is happy, the cotton industry is happy, and the consuming public is happy—and, of course, better informed about cotton and the cotton industry.

In such cities as Washington, Paris and the capitals of the Latin American countries, the Maid's visit assumes greater than usual importance. Received by government officials and members of the diplomatic corps, she is called upon to a greater extent than ever to act as the cotton industry's ambassador of goodwill. Through careful selection, Cotton Maids to date have proved themselves equally at ease with ambassadors and senators as with friends back home. Such performance has reflected credit on the industry which would be wholly unattainable in a routine girlie program.

Direct results

As a direct and immediate result of such publicity, the Maid of Cotton has become one of the most widely known figures in the fashion world, and her fame extends beyond the realm of fashion.

Insofar as the cotton industry is concerned, it is more than repaid by the fact that over the past thirteen years cotton has grown in prestige and consumer preference to the point that it is recognized as the nation's foremost fashion fabric. Today cottons are chosen for their "first" lines by designers who a decade ago raised an eyebrow at the mention of the word. And women who "would not be caught dead in a cotton dress" back in 1940 attend the season's grand affairs clad in cotton formals. Naturally, there have been other factors in building cotton's new place in the world of fashion, but the Maid has been a major influence.

As to building goodwill for the people of the cotton industry, we believe that the Maid of Cotton can't be beat. Through personal appearances, the printed word, the radio and television, Cotton Maids have reached literally tens of millions of Americans and Europeans and now Latin Americans in a way and with a degree of impact which we feel could not have been attained otherwise.

Yes, here at the Cotton Council we do believe in intermixing cheesecake with our other public relations activities. We do, however, favor a recipe that calls for much more cake than cheese. • •

Ernest Stewart has been Public Relations Manager of the National Cotton Council (headquarters in Memphis, Tennessee) since 1939, with the exception of 3 years spent in the army during World War II. He is a native of Mississippi, and after graduation from Mississippi College in 1936, he became Editor of the *Mississippi Guide* in Gulfport. He also served for a year as Publicity Assistant to the Director of the Mississippi Advertising Commission. Mr. Stewart is a member of the American Agricultural Editors Association, National Association of Radio Farm Directors, and Memphis Industrial Editors Association.





1951 Spicer essay contest winners

Student essay contest— a community service project

Spicer Division of Dana Corporation stimulates student thinking on free enterprise via essay contest

By Paul W. Kieser

Director of Public Relations
Dana Corporation

PPRIVATE INDUSTRY, with its great stake in public awareness of the American system of free competitive enterprise, might well look to the high school essay contest as one means of stimulating thinking on that subject.

That is the opinion born of a two-year experience by the Spicer Manufacturing Division of the Dana Corporation in conducting such an essay contest among Toledo, Ohio, high school seniors.

Such a contest does not presuppose that the schools are neglecting free enterprise in history, social studies and other pertinent parts of the curriculum. Rather it recognizes that many things are competing for the student's attention and that the stimulation of his thinking in the field of free enterprise is well worth the time, thought and expense put into an essay contest.

In its comparatively brief period of sponsorship, Spicer has found a number of values in the essay contest. Among them:

The administration of the Toledo pub-

lic schools has come to look with considerable favor on the project. Says E. L. Bowsher, superintendent of schools: "A competition of this type, which encourages original research and original thinking on the part of a large number of high school students, is an aid to the schools in their task of not only teaching the basic tools of learning, but also making them meaningful in terms of actual use."

It has provided the sponsoring industry with a service project that has brought it close to the community and the teachers and pupils of the community's schools.

And, most important, it has stimulated thinking about the free enterprise system that is not limited to the students alone, but spreads to many other persons.

One hundred seventy-five papers have been submitted in the contests of the past two years, and this after a screening of considerably more than that number of papers by the high school English instructors. Prizes have been

awarded each year on the following basis: First, \$50.00; second, \$40.00; third, \$30.00; fourth, \$20.00; fifth, \$10.00; and five additional prizes of \$5.00 each. Last year's first prize winner was the outstanding high school football player in Toledo, who also ranked high as to scholarship. This year the first award went to a young woman graduating from the vocational high school for girls.

Started from scratch

It was difficult to find any helpful material on how to set up and conduct such a contest when Spicer started out four years ago to inaugurate the plan. Fortunately, the Company was able to draw on the experience of the existing Essay Screening Committee of the Toledo Public School system for help in determining the subject of the essays, timing of the contest, length of papers, etc. The subjects selected the first two years were of a somewhat technical nature, relating to the Company's major products. Seeking a subject of more universal appeal to the students, it was decided in 1949-50 to use: "What Is the American Competitive Free Enterprise System?" Experience with this was so successful that the same subject was used this year, with equally gratifying results.

How papers were judged

Spicer executives from various departments were given the essay papers with names of contestants and schools eliminated, each bearing simply a key number for identification. Each of the five judges was given an envelope containing one-fifth of the essays submitted. Each judge read through his papers carefully, sometimes more than once. The reading, for the most part, was done in the evening at home. The judges used a suggested scale for evaluating the papers, which was especially devised for this contest. The judges were at liberty to deviate from this scale if a finer gradation was desired, but the scale was decidedly useful.

The envelopes of papers were interchanged among the judges systematically and per definite schedule so that in less than a month all judges had read and graded all papers. Each judge entered all his grades on a worksheet which was furnished for that purpose and turned in his grades for compilation. After the scores of all five judges had been compiled, a meeting of the judges was held for final discussion of the papers and grades and the selection of the contest winners. Generally it has

SUGGESTED SCALE FOR EVALUATING ESSAY CONTEST PAPERS

	I	II	III	IV	V
A. Soundness of Thought	50	45	40	35	30
B. Logical Development Subject Matter	30	25	20	15	10
C. Correctness of Expression	10	8	7	5	3
D. Neatness of Appearance	10	8	7	5	3
	<u>100</u>	<u>86</u>	<u>74</u>	<u>60</u>	<u>46</u>

been found that the judges have been in close agreement on the outstanding papers before each knew of the grades given by the others.

Some of results obtained

Considerable research on the subject was required of all students entering the contest. Some of the English teachers laid down definite requirements regarding submission of notes as evidence of research done at the Public Library before papers were written. To have these high school seniors doing this research and writing on this subject was one of the primary objects of the contest. Naturally, many of those writing the essays would have discussions on the subject with fellow students, friends and members of their families, thus spreading the free enterprise story. Some classroom discussions on the subject was another result of the contest.

Plenty of good reference material was made available at the Toledo Public Library and its branches, and was spe-

cially shelved for the contestants. Library officials were most cooperative. Results of the contest were publicized in the local newspapers, high school publications and the company house organ. One of the prize winning essays was printed in full for local distribution last year. Various industrial and educational publications have also taken notice of the contest and requests have been received from other companies who have taken an interest in the idea. One other result may be noted: some of the contest winners have come to the attention of the company executives acting as judges in such a favorable light that they were offered positions in their departments.

Prize winners are brought to the plant for awarding of the cash prizes, and suitable certificates of award are also given them. They are then taken on a tour of the plant and end up with a complimentary luncheon. Some of the teachers having to do with the contest and representatives of the school department are also invited. • •



R. E. Carpenter (right), President of the Dana Corporation, makes awards to three winners in the 1950 contest.

City officials listen

(Continued from page 6)

moving electrical products. One of the features in this section was a series of suggestions on how to use City Light's advertising in the newspapers to build goodwill. "Elec-Tricks" was suggested as the title of small one-column ads to show customers how to get the most out of their electrical service.

Emphasis on industrial users

Particular emphasis was placed on relations with industrial users of electric power, the majority of whom had been customers of the private power company. The class felt that a special effort should be made to reach these customers through featuring them in advertising and in exhibits, and extending to them special consideration in the way of service.

In building up community goodwill, the class stressed the need for active participation by management and employees in community affairs, particularly in the Seattle Centennial celebration this year and next. Among suggestions for better community effort were the use of audio-visual aids and a speakers' bureau to acquaint community groups, particularly the schools, with the story of electric power; organization of a City Lighters' quartet or Glee Club for public appearances; revival of the famed tourist attraction—the trip to the Skagit power plant—discontinued during the war years, and a higher degree of cooperative effort with various advertising campaigns to promote Seattle and the Pacific Northwest.

The student program already has drawn some national attention. The American Public Power Association, meeting in Chattanooga in May, has asked City Light to run off 100 extra copies of the study and report on it at the convention.

Result

The one sure result of the project, however, is that it sets the pattern at the University of Washington for future classes of this type. Preliminary arrangements already have been made with the Automobile Club of Washington, a branch of the AAA, to serve as the subject for next year's public relations study. The organization has agreed to send its public relations man to the class on the campus and to guide the students' efforts. • •



Before



After

A new color scheme for buildings was an inexpensive means of turning the company field office from its earlier, nondescript self into a neat structure. Rose trees and a new lawn completed the transformation—a change welcomed by the community's householders.

HOW WE DID IT—

Basin Oil Company solves problem of "getting along" with residential neighbors

By Burns W. Lee

Public Relations Counsel

PUBLIC RELATIONS done with paint brush, bulldozer and trowel—that's a capsule version of how industrial designer Hunt Lewis, Pasadena, helped a Southern California oil firm, Basin Oil Co., solve a sticky problem it had with its residential neighbors around its producing lease in North Inglewood, a suburb of Los Angeles.

This project, a modest and simply executed one, is of interest because many oil companies and similar enterprises are facing the problem of "getting along" with nearby homeowners as housing developments spring up around formerly isolated industrial properties. This is particularly true in fast-growing Los Angeles where bean fields can become small cities in the space of a few months, edging up to the very walls or fences of non-residential properties.

Agitated because of an accidental though spectacular fire on the oil lease, and then, some months later, a boiler explosion which made more noise than damage, citizen groups in North Inglewood were applying pressure to their

City Council to so restrict the oil firm's operations that for a time it appeared that the field might have to be taken out of production if the protesting groups obtained the zoning curbs and other measures they wanted.

Many an oil firm finding itself in such a situation would have called in its lawyers and battled its neighbors on legal grounds through the Council and the courts, an expensive process and one always containing some possibility, even though remote, of final defeat, to say nothing of the passions aroused along the way.

C. G. Willis, president of Basin Oil, was wiser than that. Instead of whistling up his attorneys, he summoned Lewis to the site and tramped over it with him, discussing ways and means of making the lease an asset to the community, rather than the eye-disturbing detriment which nearby agitated citizens considered it, although it was no worse than the usual oil field operation.

Time was of the essence because there was impending a public meeting,

called by the Mayor and City Council of Inglewood, to consider the case of the "ugly duckling" oil field. Before that meeting convened Lewis had been retained as planner and coordinator for a program that included grading and cleaning up of the terrain (15 acres), improvement of buildings and equipment, planting of strategic areas and incorporation of some safety factors wanted by the Inglewood Fire Department.

Drawings were rushed to completion in time to be presented at the public meeting, held only 19 days after Lewis' first visit to the site. The opposition began to wane almost immediately, the oil company gained a chance to show that it could live with its neighbors and when the improvement project was completed 60 days later the clamor to clamp down on the lease had died away.

Here's what was done under Lewis' direction:

All the flat areas and roadways on the lease, part of which is a small plateau, were leveled and oiled and the sloping areas were cleaned, stripped of weeds and, where they presented themselves to outsiders' eyes, studded with iceplant, a Southern California succulent that requires little attention or water, grows lushly. All parking strips along streets bordering the lease were also barbered by earthscrapers. Principal roads visible from the streets were black-topped.

Where there was any possibility of oil flowing off the lease onto nearby streets in case of a line break or some other accident with equipment, concrete walls and earthen dikes were erected to dam or divert the possible flow and slopes were bulldozed to provide a safe path to sumps.



Before

Rows of evil-appearing, though harmless, black gas traps were arrayed in two-tone coats of blue-green; dark to a 9 foot height, then light to blend with the sky above. Confusion of varying sizes was eased by this optical illusion, which gives an orderliness particularly satisfying to neighbors whose objections were largely on the score of messiness.

One sump in particular gave the passing public a poor impression of the lease because it was choked at one end with old palm logs and other debris accumulated for years prior to the area's oil development. Bulldozers covered this blemish with a neat earthen bank which was then oiled for appearance.

Against the horizon atop the plateau was a row of stark black gas traps, varying in height and silhouette, as forbidding as the snaggle teeth of a Halloween witch. Lewis brought an ingenious paint brush into play here. All portions of the traps above 9 feet in height were painted a light grey-green, a subdued tone that merged into the terrain. The "leveling" of the traps by the paint brush presented them as a neat, uniform battery, with the same pleasing oneness of a West Point cadet line as contrasted with an awkward squad of recruits.

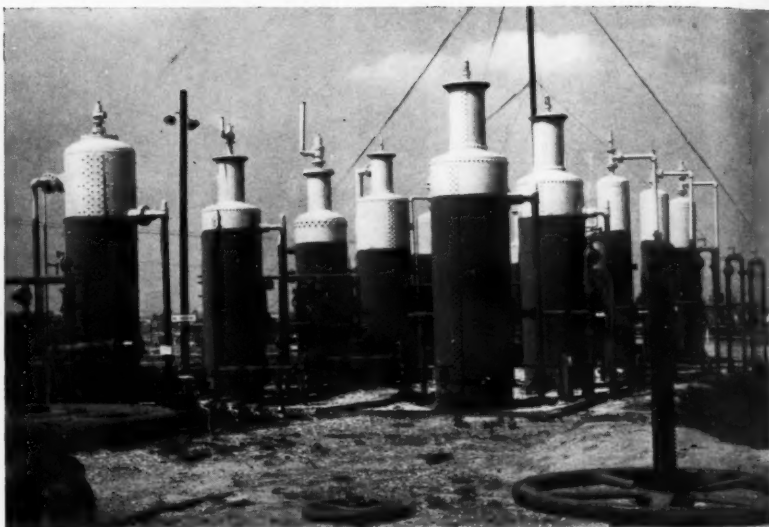
Private initiative

(Continued from page 5)

with the government planners is that they think in a totalistic way. They try to solve everybody's problem totalistically, at the highest level, on a mass basis. In fact, we are all apt to fall into that fatal error.

This is not the way private initiative solves its problems. Private parties know that the solution to a problem is a matter of infinite detail, to be solved on a person-to-person basis within our own families, our businesses, our corporations, our communities.

Therefore, when we have a social problem to solve, we must learn to solve it in participation with all those who are concerned. Everyone must contrib-



After

Dennis Gibbs

Boilers that had been located on the plateau were moved into a hollow on the site to give an added safety factor and the spot they had formerly occupied was used for pipe racks, thus removing the boilers and their "mental hazard" from view from the surrounding streets.

Color scheme used throughout

The same color scheme used on the gas traps—light grey-green above, dark below, plus neat white trim, was used on all buildings, tanks and other structures and some unused buildings, left from earlier industrial activities on the property, were torn down and carted away.

Then the gardeners moved in under Lewis' direction with actual installation in charge of C. Jacques Hahn, Sierra Madre landscape architect.

Two dozen mature trees were planted

at strategic spots to soften the skyline and break the sharp outlines of buildings or structures that it was not economically possible to move or alter or "camouflage" with the color scheme. Sixty other fast-growing young trees were added to give that portion of the lease "meeting the public" a park-like appearance. Other plantings, shrubs and flowers around the buildings and at the entrances, completed that phase of the improvement program.

Finally, the lease's water system was extended to provide extra fine protection and sprinklers for the various plantings and a gardener was put on the payroll to maintain the improvement and make any extensions required. The latter have in succeeding months transformed the landscape.

Basin Oil and its neighbors are on good terms now. • •

ute his or her share, no matter on what side of the tracks he or she may live. Some can contribute brains, some muscle, some money. If we are to have a vital social organism, these must all be harnessed together into a living whole, a living community, working on a mutual basis for the achievement of the good life.

And that would be public relations. That would be public relations in the American manner, conducted on behalf of free men in all different walks of life.

Participation—that is the secret. Let us not fall into the cynical illusion that men can live happily by bread alone. Every human being, no matter what his economic or social status, craves to be of help to other human beings. That is

a secret of human nature. That is what makes us human. That is the way we all find happiness, whether our incomes are \$3,000 a year or \$300,000.

What applies to individuals applies also—in our industrial age—to corporations, though the considerations are naturally somewhat different. When we talk about corporations it is not a question of happiness. But it is a question of health. Corporate industry will be healthy in the times that are to come, only insofar as it can make its proper contribution to the social well-being of the community. The old adage that "business is business" belongs to another age. Business must operate at a profit: but this profit must not mean a

(Continued on page 18)

Any writing experience?— key question to job seekers

By Banks L. Miller, Jr.

Director of Public Relations

Tennessee Products & Chemical Corporation

(Editor's Note: Mr. Miller originally set down these observations in April, 1950, when he was employed by a Texas electric service company in a non-PR capacity. He recently submitted the piece for publication, feeling that the convictions he held 16 months ago regarding PR job-hunting still carry some pertinent thoughts for today's PR executives and college graduates who are seeking employment with them.)

"EVER HAD ANY WRITING experience?" "What journalism courses did you take in school?"

"Let me see some stories you have written."

Affirmative answers to such questions seemingly are a prime requisite for opening the door to opportunity for ambitious young men intent on becoming competent, top-flight public relations staff personnel.

At least, that is the only conclusion that I can reach. Being one among the first graduates from Boston University's School of Public Relations, I did not expect to find the opportunity door in public relations easy to open. But fellow students and myself found it even harder than we had surmised. Most of us just did not have the key to that door. We found it hangs on one question, "What is your writing ability?"

That question, in its various forms, has been jabbing my mind ever since I unsuccessfully tried for a job in some type of public relations work. And I know that my fellow students have had similar experiences trying to break into the field. Having been indoctrinated in research in public relations, I took a survey in regard to the fate of eight fellow students. Only two of them have a job in direct public relations work. The other six and myself are working in distant allied fields. Possibly some day our door to a desired career will open.

If I had only taken the opportunity

to request interviews for jobs with a few public relations executives, instead of discussing academic requirements prior to enrolling in school, I would have realized the importance of writing experience or ability. With this knowledge and trusting that I could have prevailed on academic administrations to allow sufficient flexibility of curriculum, today would find me not just "two-degrees" wiser—but from all practical aspects, a public relations executive's hope of an applicant.

This is my background, the one which I was told would be ideal for the public relations field.

At the outset of my educational training at the University of Texas, I elected business administration as my major field of interest. The prescribed course of study included accounting, business law, marketing, sales administration, advertising, economics, industrial relations and other courses to prepare me mentally for the business world.

A senior course, an introductory course in public relations, influenced me to the decision that public relations was to be from then on out my major study and ultimately my phase of activity in the business world. I read widely on the subject and discussed in detail with many practitioners the requirements for molding myself into a candidate for a public relations position. As foretold, I was given professional assurance that a business administration degree would be a bulwark in my effort to enter the public relations field.

However, on receiving my degree in business administration, I still felt unprepared to knock at the door. So I contemplated polishing the foundation of my education. I selected study at Boston University's School of Public Relations & Communications, and was admitted as a graduate student in the fall of 1948. I received guidance and advice in planning my curriculum, and

after an intensive period of study and research, my Master's degree in Public Relations was bestowed on me. Armed with two degrees, high hopes and sincerity of motive, I felt prepared to seek a position as a budding young aspirant on the staff of a public relations department.

Then came the rude awakening—real enlightenment! I didn't expect either a large starting salary or to be given an important job. I did expect interest in my background which had given me a substantial and diverse comprehension of the many facets of public relations. I was standing just outside the door of opportunity, laden with training and knowledge of graphic arts, publicity methods, photography, executive and employee problems, radio and television usages, semantics, employee publications and the many principles of public relations. But that door of opportunity did not open because I was minus the key—"ability to write."

The interviewing executives closed their eyes to all my qualities and abilities for lack of a few printed articles which I could not produce as the author. Just a good writer, with a little journalistic experience, had the key that would let him step through the doors closed to me.

Yet, I was prepared to know what should be written, spoken, prepared, under a multiplicity of situations. I was trained to coordinate all the attributes of good public relations—not just to write. The executives reportedly wanted men such as I, but they hired fellows with much less training and education, but who had a little journalism behind them.

I made the rounds in the east, mid-west and southwest. It was always the same—"How much writing experience?"; "Do you have a journalism degree?" Many of those executives who interviewed me have written articles on the need for men trained as I am.

One public relations executive, in Chicago, told me that it was his policy to hire only former newspaper people, or specialty people, within his company. Another top ranking man remarked that I had an excellent background, but that he needed only experienced writers. An Ohio executive made the statement, "Too bad you didn't take journalism. You will need it to break into this field." The experience of many of my friends has been identical in principle.

My plea is this—correct the mistake that many college people who are now training to enter the public relations field

are making. Point out the advantage of a well-rounded education in public relation principles, but do not play down the importance of writing ability. Stress and restress it as being important in getting that first job.

Faculty people are doing an excellent job, as they see public relations, but obviously the missing link is the lack of mutual understanding between business and industry and our educational institutions. The way it is now, both the theoretical and the practical sides are pulling each other down. Business frowns on the inadequacy of the educational institutions, while some institutions seem to be serenely unaware of the predicament of fellows like me.

To support my contention that more emphasis needs to be placed on the ability to write, let me quote from a letter I received. It is from a fellow student of mine, at Boston University, who is employed in the public relations department of a large company. His comments are on the conditions as they were at Boston University in 1948-1949: "Since graduating from the School of Public Relations at B. U., I have somewhat tempered the original value which I first placed upon the training I received there. This is not to say that what I learned has proven to be faulty or of little use—the opposite is the case—only that I somehow feel I didn't leave school with all the essential tools which I have since found so necessary in the field.

"In looking back, the most glaring de-

ficiency seems to me to be the lack of emphasis placed on the ability to write—both for newspapers and magazines and preparing business reports. We all know that it is not enough for a company or organization to be good or do good—they must tell their story. This task falls to the men in the PR department.

"If you remember, the ability to write was recognized by all the men we interviewed for a job, and these men were actually practicing in the field. I think they knew what they were talking about."

I am happy to state that Boston University recognized the urgent need of capable writing ability. It has revised the curriculum to give its graduates an adequate training in self-expression. The School of Public Relations & Communications has gone further than just seeing that its students know how to write—it is providing well-rounded courses which enable the graduate to use all of the various types of writing. B. U. is doing something about the gap between the practical and the theoretical.

What am I going to do? I'm studying, training and getting all the practice I can. Yes, even this article is an effort to mold the key—the key which will unlock the door of opportunity that will lead me into a position, in some alert public relations department, seeking an earnest man with an academic background in the art of sound public relations . . . anxious to put this background to practice. • •

A new field for private initiative

(Continued from page 16)

social loss to everyone else. Business profit must be part and parcel of social profit—community profit, not in dollars but in human well being.

Are we serious? If we are not, we will just go on talking, like the henpecked husband I started off with. If we are, then we shall begin to apply the extraordinary powers of initiative, with which almost all Americans are gifted, to the production of a social product, on a person-to-person basis, at the level of our daily affairs. Out of that effort will come a new freedom, a new democracy. The government will be returned to its rightful role of servant, rather than master. And people will be provided with opportunities to lead a richer life than the production line can provide.

But you must be serious enough to take action. You must be serious enough to take some personal and corporate risks. You must be serious enough to stick your neck out, to be called names—yes, even to be called an "idealist." I know of no political system more idealistic in its concepts than the American system. Yet I know of no system more practical. And certainly, I know of no system more successful, I say to you, go out and do likewise. The whole world is waiting for you to act. • •

PR Question of the Month

(Continued from page 8)

from brushing their teeth with tooth powders which reduce decay through the reading of brighter and more interesting newspapers and more entertaining radio programs, to better diets, more nourishing foods, more becoming and comfortable clothing, pleasanter home surroundings, more valuable educational programs, better magazines and movies, concluding with more restful sleep on foam pillows, under electrically heated blankets in air-conditioned bedrooms."

Still other ways in which the public had benefited from PR were:

"Whether it be in the industrial field, commercial, civic or governmental, the various avenues of public relations present information and background which enables the public to appraise more accurately the merits of the issues.

"Naturally, the by-products of *appreciation* and *understanding* are sympathetic audiences for the cause involved—making friends and formulating public opinion."

Only one person commented on the beneficial effects public relations could have on the business cycle. He said that among the outstanding benefits were:

"Marked advances in making and keeping the public informed on situations and conditions in which they have a major interest. One example—the many articles on personal health and preventive medicine which educate people to recognize symptoms early enough to do some good."

The most challenging replies came from two PRSA members with a deep sense of human and religious values.

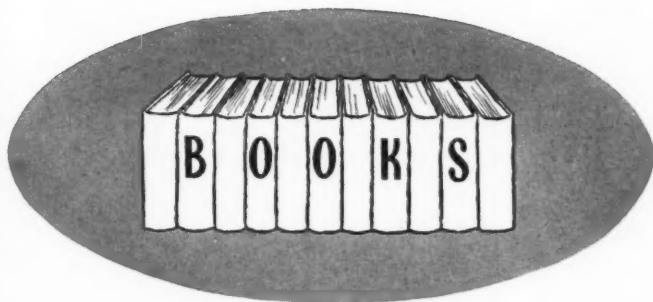
The first:

"An increasing awareness that business is not a monster but that every in-

dustry is made up of people—human beings who are just like the human beings represented by 'the public.' The public is becoming more and more conscious that 'business' and the 'public' have one common denominator which is the interest and welfare of the country as a whole. Public relations is making people less 'class conscious.'"

The second:

"Tritely but tersely, it is the bringing to public consciousness the Biblical saying that man does not live by bread alone. Business, government and education over a period of time are finding that one must not only be good, but must appear to be good in the eyes of the various publics they serve. This realization, in my opinion, is the outstanding benefit the public has and will obtain from an increasing consciousness of public relations." • •



THE BUSINESSMAN'S BOOK OF QUOTATIONS

Reviewed by Robert G. Pearson, Assistant Manager, Public Relations, Shell Oil Company

THE BUSINESSMAN'S BOOK OF QUOTATIONS, edited by Ralph L. Woods, McGraw-Hill Book Company. 303 pp., \$4.00

Books of quotations, along with dictionaries and thesauri, are, of course, standard reference volumes for the writer and public speaker. The test that must be applied to any new entrant in this field is: does it add useful material to that already available?

The answer in the case of *The Businessman's Book of Quotations* is, "Yes—within the rather narrow limits set by the anthologist." The volume intentionally avoids the proverb and epigram. It contains no anecdotes, no witty jabs, and a minimum of the neat, well rounded phrases that are the stock-in-trade of many other books of quotations. In almost all items, literary brilliance is subordinated to pertinence of content.

The result is that the volume as a whole, and the individual selections as well, are sober to the point of dullness. They will be useful to the businessman not so much to point up a speech or article as to round out his subject matter with opinions and comments of others.

The editor himself states that he aimed to make his selections "penetrating." The result is that the quotations might well be useful to the writer seeking an apt illustration or authoritative support for a thesis, but they would hardly meet the needs of an after-dinner speaker. Many of the selections run a paragraph or more in length and amount more to a discussion of the subject than to an incisive summation of it.

About 200 subjects are covered, ranging alphabetically from "Advertising" to "Work," and in scope from Concentration of Wealth" to "Socialism." The categories are confined as strictly as

possible to the world of business, as the title indicates. In this connection, it is interesting to note that there are no quotations on Public Relations, and only one, woefully inadequate, on Publicity.

This volume suffers acutely from a drawback common to most collections of quotations. It looks so comprehensive on first perusal, yet when you search for that particular gem of wisdom to fit a current need, it is so seldom there.

PUBLIC RELATIONS, EDWARD L. BERNAYS AND THE AMERICAN SCENE

F. W. Faxon Co., Boston, 86 pp. \$2.00.

As stated on the dust jacket, this is an Annotated Bibliography of and Reference Guide to writings by and about Edward L. Bernays. Since the two-page Preface is merely signed "The Editor," the book was obviously written either by him or under his close direction.

According to a biographical note in the volume, Mr. Bernays, a nephew of the late Dr. Sigmund Freud, was born in Vienna about sixty years ago, received his education at Clinton High, New York City, with a B.S. from Cornell in 1912, and after two years of newspaper work, the nature of which is not stated, took his first step as a publicist, that is, as the "publicity representative of theatrical managers and stars." He entered the public relations profession in 1917; in 1922 he married Dorris E. Fleischman, who has since been continuously associated with him as a partner.

Already in the profession as independents, and with careers in it of three, four and even twelve years, were such competent workers as J. D. Ellsworth, Guy Emerson, Ivy L. Lee, George H. Parker, Frank Fayant, Robert E. Livingston, George Michaelis, Francis Sisson, and Pendleton Dudley, all but two now deceased.

These were fine and effective craftsmen whose names and work, however, had been quite subordinated to the larger purposes and needs of their clients, and so were little known to the public. Nor had a curious public been much informed of the nature and scope of the new profession.

Mr. Lee was an exception, though, and this, it should be noted, was not of his choosing. However, because of his association with the Rockefeller and other important interests, and his striking services in this connection, his name became known to the public. In fact, he became so well known that presently he quite overshadowed other practitioners, becoming in effect the symbol or prototype of the public relations counsellor.

This was the situation which confronted Mr. Bernays in 1917, and his answer was to start a bold build-up, first, of the public relations function as a vital and unique service for all kinds of societal organizations, "a key activity in the U. S.," no less, never before acknowledged as such, and, second, of the public relations counsellor who, according to the Bernays thesis, should receive general public recognition as a major force in human affairs. This conception he has promoted boldly and without pause ever since.

The lively story of his activities in this connection over the years is told in the 80-odd pages of the bibliography, which lists the five books he has himself written on the subject, the twenty or so books to which he has contributed, and his many other published writings and speeches. Chief of the books are *Crystallizing Public Opinion*, published in 1923, a volume of 218 pages; *Propaganda*, 1928, 159 pages; and three much smaller books, each concerned directly or indirectly with the use of modern public relations techniques in effecting mass communication.

All of this output not only reflects the activities of an eager and brilliant mind inflamed with an intense personal conviction, but it also adds up to a really substantial contribution to the advancement of the profession.

OTHER BOOKS BY PRSA MEMBERS

WHERE DO YOU GO FROM NO, by Leon Epstein, "Simplifies, clarifies, dignifies selling," 256 pps., Sales Research Institute, New York City, \$3.95.

NEWS IN VIEW

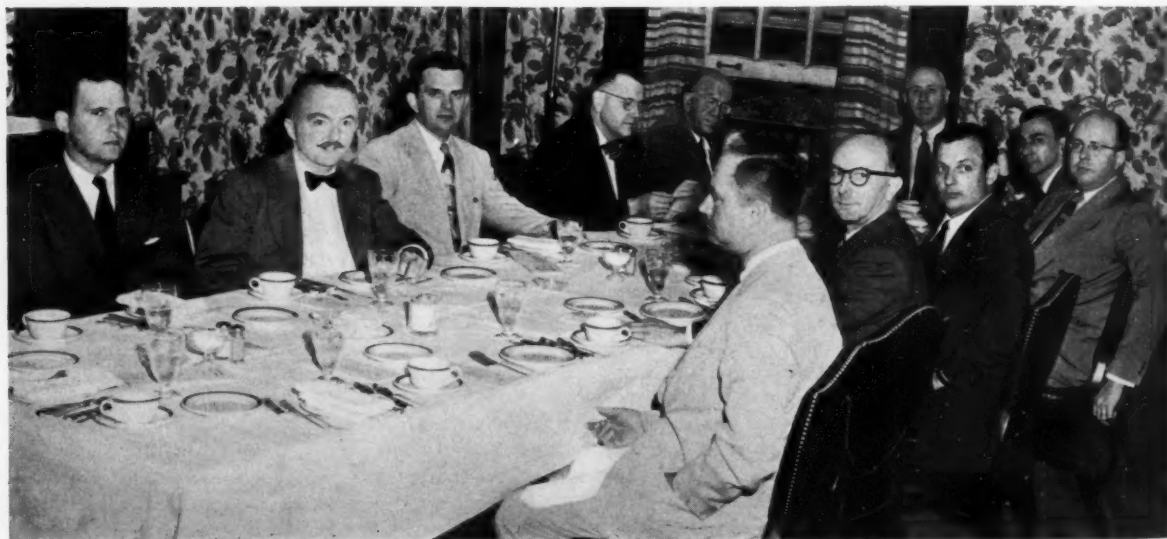


Pictured are PRSA member-principals in Columbus Conference on Public Relations for Business and Industry. Left to right: George J. Kienzle, midwest Director of Public Relations for The Borden Company, Conference general chairman and Columbus Chapter treasurer; Harold K. Schellenger, The Weimer Organization, Chapter president and master-of-ceremonies at Conference dinner; J. Handly Wright, Monsanto Chemical Company, past-president of PRSA, Conference dinner speaker; William G. Werner, The Procter & Gamble Company, Central Vice President of PRSA, who introduced Mr. Wright. (Story on Page 21.)



Lee J. Lipsie, Boston University

John W. Hill (right), New York PRSA member, received the honorary degree of Doctor of Humane Letters from Boston University at commencement exercises, June 4. President Harold C. Case (center) conferred the degree, witnessed by Dean Howard M. Le Sourd, of the School of Public Relations and Communications. Dean Le Sourd is also a PRSA member. Citation commended the President and founder of the firm of Hill & Knowlton for the exercise of "rare vision as you have helped raise public relations from the level of a business vocation to that of an applied social science profession."



Meeting at the Toledo Club, June 6, northwest Ohio PRSA members made plans for formal charter installation of the group, September 5, as the Society's 14th chapter. Shown (left to right, clockwise): Edwin D. Dodd, PR Director, Owens-Illinois Glass Co.; Wilfrid Hibbert, Press Relations Mgr., Libbey-Owens-Ford Glass Co.; Arthur Kochendorfer, Mgr., PR Department, Toledo Chamber of Commerce (guest); Edward C. Ames, PR Director, Libbey-Owens-Ford Glass Co.; Lev H. Flournoy, Flournoy & Gibbs, PR counselors; Paul W. Kieser, Director of PR, Dana Corp.; Benjamin C. Bowker, President, Bowker & Co., Inc., PR counselors; Harry R. Roberts, PR Director, The Toledo Blade Co.; John H. Barker, PR Director, The Toledo Edison Co.; George L. Schlosser, PR Director, The DeVilbiss Co.; Marden R. Bishop, Director of PR, Willys-Overland Motors, Inc. Members Philip S. Gibbs and M. S. Hauser were not able to be present.



NEWS SECTION

JULY-AUGUST, 1951

PRSA Chicago Chapter co-sponsors one-day institute

Communication case histories draw over 200 to Northwestern

In attempting to influence opinion, public relations practitioners must be patient while employees and the general public accept and digest a little bit of new information at a time, attendees at the one-day Public Relations Institute held on Northwestern University's Chicago campus on May 15 were told by a prominent psychologist.

"Those guiding programs should realize that nothing major can be accomplished in communications without action at both ends of the line. There must be a desire for understanding on both sides," Dr. A. C. Van Dusen, associate professor of psychology at Northwestern, said.

"In reaching people, public relations personnel should recognize that individuals have two basic needs—the need to feel sure of themselves and the need to feel that they are doing something worth while. People are more inclined to accept information which is in harmony with these needs," he said.

The institute, the theme of which was "Case Histories in Communication," was sponsored jointly by the Medill School

of Journalism at the university and the Chicago chapter of the Public Relations Society of America. It was attended by 230 representatives from 129 companies and institutions in five states. Jay J. Gerber, vice-president of Northwestern, was general chairman of the meeting.

The opening address was delivered by Conger Reynolds, director of public relations at Standard Oil of Indiana, who pointed out that a sample formula for achieving good public relations is first, to live right, and secondly, to have good communication with the public.

A session on employee training was conducted by J. W. Vance, assistant director of public relations of International Harvester Company, and J. M. Patter-

(Continued on page 22)



Harris & Ewing

Edward B. Lyman has been named director of the Special Projects and Program Development Staff, Federal Civil Defense Administration, Washington, D. C. PRSA member Lyman is on indefinite leave of absence from his position as Assistant to the President, Fordham University, New York. Prior to that PR assignment, he was for 19 years with Standard Oil Company (N. J.).

Universities Make PR Appointments

Boston University has created a new post titled Assistant to the President in Charge of Public Relations. Professor Samuel B. Gould of the faculty has been appointed to the position by BU President Harold C. Case.

Syracuse University has installed Kenneth G. Bartlett as Dean, Office of Public Relations, new top-level office for coordination and direction of public relations activities, one of the five senior offices of the University.

Columbus Chapter holds first PR conference

PRSA national leaders speak

"Good public relations has but one objective—to win friends for the corporation or enterprise involved," J. Handly Wright of Monsanto Chemical Company, St. Louis, said in addressing Columbus' first annual Conference on Public Relations for Business and Industry, at the Fort Hayes Hotel, May 23.

Other speakers at the dinner meeting, attended by 140 representatives from 77 firms and organizations in 16 Ohio cities, included William G. Werner, Procter & Gamble Company, Cincinnati; Robert L. Bliss, New York; and Harold K. Schellenger, Weimer Organization, Columbus.

Wright is Past President, Werner Central Vice President, and Bliss Executive Vice President, of the Public Relations Society of America, and Schellenger is President of the Society's Columbus chapter which sponsored the conference.

An afternoon of "shop talk" with nine nationally-known public relations directors as discussion leaders preceded the dinner. Afternoon chairmen were George J. Kienzle, midwest public relations director for the Borden Company, who also was general chairman for the conference, and Robert O. Stith, public relations director for Battelle Memorial Institute.

"Public relations, applied to your company or mine," Wright said, "is simply a matter of good corporate manners. It seeks to identify a corporation with that which in an individual would be good manners and good morals."

(Continued on page 22)

PRSA CALENDAR

September 21, 1951—PRSA Board of Directors meeting, Westchester Country Club, Rye, New York.

November 18-21, 1951—PRSA 4th Annual Conference, Edgewater Beach Hotel, Chicago, Illinois.

Chicago Institute

(Continued from page 21)

son, public relations field representative for Standard Oil Company of Indiana. Mr. Vance told how his company has made its top management and line operating people public relations conscious, while Mr. Patterson described the four-week clinic his company ran to train 33 advertising and public relations representatives earlier this year.

Four public relations executives—F. R. Jolly of Caterpillar Tractor Company, Edward C. Logelin, Jr. of U. S. Steel's subsidiaries, Frank Spence of the Rockford, Ill. Chamber of Commerce and D. R. Cowell of Quaker Oats Company—detailed various aspects of the community relations programs pursued by their organizations. Activities described included traveling shows, press dinners, open houses, the use of all available media, representation of all personnel levels on committees, the endorsement of community programs by top management and the cultivation of such diverse groups as barbers, ministers and cab drivers.

Dr. Irving Lee, professor of public speaking at Northwestern, delivered an informative talk on "Public Relations and Semantics." "Throughout our whole educational system," he said, "we need to do something to preserve a man's teachability. The fact that man does not remain teachable is what creates problems for the public relations profession.

"Tests have been made in the educational field among poor readers to discover major barriers to understanding of the text. One main barrier is that those tested did not read the text because they thought they knew it all."

Dr. Lee cited the example of safety education, where those being instructed close their minds to the subject, since they feel they have heard it all before. He feels that the attitude of anyone toward learning should properly be, "I know what I know, but limits of knowledge on any given subject go far beyond where I am."

A panel on plant communications had as participants Robert Newcomb and Margaret Sammons of Newcomb and Sammons, Col. John Slezak, president of the Illinois Manufacturers Association, M. J. Allen, assistant to the president of American Steel Foundries and James Purcell, director of community relations for American Maize Products Company. Mr. Purcell described a "management communicator," a new machine designed to place recorded messages on a plant's inside telephone system. It is being used by his company and Caterpillar Tractor Company to improve communications between management and supervisors.

The last panel of the day described the use of television as a PR tool. Subjects discussed were how to prepare public relations material the stations will accept and use and the spotting of public service messages. Those participating

were Donley F. Feddersen, chairman of the radio and television department of Northwestern, Mrs. Ruth Moore, director of radio and television for the Chicago Community Fund and the Chicago Welfare Council, George A. Heinemann, operations manager for the central division of NBC-TV, and Jack Mabley, television and radio editor of the *Chicago Daily News*.

Activities of the day closed with a reception at the Lake Shore Athletic Club.

The committee for the Public Relations Institute included Oscar M. Beveridge, Robert P. Carey, Jay J. Gerber, Charles C. Greene, C. Arthur Hemminger, Hale Nelson, Kenneth E. Olson, George C. Reiting, Reynolds Seitz, Theodore R. Sills, E. H. Stromberg, and Richard P. Trenbeth. • •

Columbus conference

(Continued from page 21)

"Too often people regard public relations as no more than the creation of favorable news through the public press, radio and magazines. That is a deceptively narrow interpretation of the subject," the St. Louis man asserted, adding:

"Such contentions are based on the belief that public attention is public relations. As a matter of fact, public attention in itself is not necessarily good public relations and is often fraught with real risk. The first fundamental truth in public relations is that it is easy to attract public attention and to forfeit public respect. The old adage that every knock is a boost may be good press agency but it is bad public relations, and definitely bad business."

Comparing business with the politician who "spends every waking moment in making friends who, he hopes, will return him to office at the next election," Wright said "a company is up for election every single day it offers its wares for sale on market. When the public quits buying, the company has lost the election.

"We win friends and approval by following the simple rules of friendly conduct, by doing things that win approval," the Monsanto official said.

"Applied to a corporation, all the fancy words you might conjure up and print in an advertisement, or speak about yourself, are not nearly as effective in creating an impression as what you do. Lasting impressions are formed by actions, not words.

"Good employee relations are the very
(Continued on following page)



Chicago Architectural Photographing Company

Committee for the Public Relations Institute, held May 15 on Northwestern University's Chicago campus and sponsored jointly by the Chicago chapter of the Public Relations Society of America and the Medill School of Journalism at the University, included (seated, left to right) C. Arthur Hemminger, Robert P. Carey, Kenneth E. Olson and Jay J. Gerber. (Standing, left to right) Hale Nelson, Richard P. Trenbeth and Oscar M. Beveridge. Not appearing in the picture were Theodore R. Sills, Charles C. Greene, George C. Reiting, E. H. Stromberg and Reynolds Seitz.

(Continued from preceding page)

cornerstone of good public relations, since the public's impression of a company is based very largely on what its employees think and say about it."

Emphasizing the importance of a firm's community relations, Wright said: "Actions by the company in living up to its civic responsibilities such as the Community Chest and hospitals and Red Cross drives give the public a picture of the company they can approve. How you and other officials of your company discharge your personal civic responsibilities also contributes to the public's impressions of your company."

"Your reputation, the public's impression of you, is being created simultaneously on a hundred different fronts—your employees, your competitors, your plant or office neighbors, the city administration, your suppliers as well as your customers. Your relations with all these different groups constitute your public relations."

"Public relations is a way of life that must be practiced as a matter of policy and its rewards in the way of public approval, friendship and increased sales must be deserved and earned," Wright said.

In the "keynote" talk opening the afternoon session, General Chairman Kienzle pointed to allocations, employee turnover, product shortages, controls and restrictions facing business in the days ahead.

"This means our public relations must be improved, enlarged, and where possible perfected, both internally and externally," Kienzle said.

"Public relations faces one of its biggest challenges and some of our biggest opportunities—opportunities to grow in scope and stature, opportunities to show the dollars and cents value of public relations."

"Most important of all, we will have opportunities to show how well-conceived and well-rounded public relations programs can coordinate the activities of every phase of a company's operations—sales, production, advertising, and all the rest. Public relations can provide a common meeting ground for all."

Speakers in an afternoon panel on employee relations were: W. B. Rust, Standard Oil Company of Ohio, Cleveland; Herbert Wilson, Goodyear Tire & Rubber Company, Akron; David H. Crooks, Kroger Company, Cincinnati; Lester E. Finley, National Cash Register Company, Dayton.

Participants in the panel on community relations were: Cal Skillman, Champion Paper and Fibre Company, Hamilton; William G. Werner, Procter & Gamble Company, Cincinnati; Paul W. Kieser, Dana Corporation, Toledo; Frank A. Uniack, Cleveland Diesel Engine Division of General Motors Corporation, Cleveland; and A. D. LeMonte, Mullins Manufacturing Company, Warren. • •



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Welcome to new members

The Executive Committee of the Public Relations Society of America is pleased to announce the following elections to Society membership. (Complete addresses given in "Postings," June JOURNAL.)

Active Membership

Howard W. Allen	John C. Lloyd
Robert T. Bess	James R. Massey
Edward J. Burman	Robert N. Page
Alice V. Donahue	Cornelia Plank
David R. George	Harry Remington
Malcolm Hardgrove	Donn Sutton
Woodrow Johnson	David B. Whalen
	Muriel Wright

Associate Membership

Frank H. Berfield
George R. Merchant
Don Sweeney

1951 PR Register published

The PUBLIC RELATIONS REGISTER, official listing of members of the Public Relations Society of America, has just been published in the 1951 edition. 1057 PR executives, with titles, affiliations, addresses and phone numbers are given; and some PR firm members additionally list clients and define areas of PR service activity.

The Society's third annual edition covers members in 47 states, dependencies and territories, and 9 foreign countries, indicating a 40% increase in strength in 3 years, and an addition of 8 chapters—which now range from Boston to Honolulu.

Each member receives one copy gratis, and extra copies may be purchased at \$3.00 each. A limited number of copies are available to approved sources for corporate, educational or research program purposes at \$25.00.

PEOPLE

(●) indicates PRSA members

Alexander R. Heron ● Director of Industrial Relations, Crown-Zellerbach Corp., San Francisco, has been named one of the six industry management members of President Truman's Wage Stabilization Board. The Board, which has increased powers in the mobilization program, also contains six members representing labor, and six public representatives.

Nathan E. Jacobs ● President, Bozell and Jacobs, Inc., Chicago public relations firm, participated May 9 in the special Franco-American Day ceremonies at the Paris International Trade Fair, which he attended as a guest of the French Government. The Fair, started in 1904, covers 125 acres and handles 10,750 exhibiting firms.



Nathan E. Jacobs

Alan Q. Peek ● Director of Trade Relations, The Wool Bureau, Inc., has been appointed to the Advisory Committee of Visual Artists for the Third National UNESCO Conference, September 9-13, at Hunter College, New York. Two thousand representatives of education, science and cultural arts are expected from member countries of the UN Organization.

Ruth R. Maier ● formerly Assistant to Vice President, Pepsi-Cola Co., New York, is President, Ruth Maier Merchandising, Inc., 550 Fifth Avenue, New York.

J. E. Drew ● Director of Public Relations, Lever Bros. Company, has been named chairman of the Public Relations Advisory Committee of the Grocery Manufacturers of America, Inc. Other PRSA members of the Committee include: W. Howard Chase, Don Cowell, Hector Lazo, Wilmot Rogers, George C. Reitinger, C. W. Plattes and William G. Werner.



J. E. Drew

Asher A. Joel ● Public Relations Consultant, Sydney, New South Wales, Australia has been awarded a Fellowship in the Australian Institute of Public Relations for services rendered as a founding member of the organization. Formerly a journalist on Sydney newspapers, Joel was publicity officer for Australia's 150th anniversary celebrations and King George VI celebrations. He was a Lieutenant in the Royal Australian Naval Volunteer Reserve in World War II serving on General MacArthur's staff as a public relations liaison officer, being the first member of the Australian Navy to be awarded the U. S. Bronze Star for meritorious service in combat operations in Southwest Pacific area. He established his Sydney PR firm in 1945.



Asher A. Joel

Frederick Bowes, Jr. ● Director of PR and Advertising, Pitney-Bowes, Inc., has been appointed to the Advertising Advisory Committee of the Secretary of Commerce by Secretary Charles Sawyer.

Mrs. Lee Kreiselman Jaffe ● for the past seven years Director of PR, The Port of New York Authority, was elected president of the Government Public Relations Association, at its annual meeting in New York, June 15. The Association, previously the Association of Municipal Public Relations Officers, of which Mrs. Jaffe was vice president, voted at its meeting to broaden its membership to include Federal as well as local government PR officers.



Mrs. Lee K. Jaffe

Fall Board meeting at Rye, New York, September 21

Fall Meeting of PRSA's Board of Directors has been set for September 21, at the Westchester Country Club, Rye, New York. The one-day session will hear reports of the Society's standing and special committees, and all committee members are urged to be present to participate in discussion of the reports. All Society members are invited to attend Board Meeting sessions, which will commence at 9:00 A. M.

Charles F. Gannon ● formerly vice president and PR director of Benton & Bowles, has resigned to form the firm of Armstrong, Gannon and Associates, specializing in industrial public relations, with offices in New York and Washington. Mr. Armstrong was formerly associate director of the Bituminous Coal Institute.

Milwaukee School of Engineering, of which **Mrs. Greta W. Murphy** ● is PR director, took top honors in its class for the second year for its *Transmitter* engineering bulletin entry in the Wisconsin House Publications contest.

Curtis J. Hoxter ● New York, has been appointed to the new post of Director of PR, U. S. Council, International Chamber of Commerce, Inc. He recently handled activities at the group's 800-delegate congress at Lisbon, Portugal.

Holcombe Parkes ● has joined Benton & Bowles as vice president and director of public relations.

John H. McCoy ● Industrial Relations Dept., The Fluor Corp., Ltd., Los Angeles, recently started a course "Public Relations for Teachers" at East Los Angeles Junior College.

C. B. Sugar has been named manager of the radio and television department of Burns W. Lee ● Associates, Los Angeles.

Ot Hampton, founder and director of the Fort Worth Community Chest's PR department since 1949, has joined the staff of Witherspoon & Ridings, Inc. (**Guy P. Witherspoon** ● **Paul O. Ridings** ●) Fort Worth PR firm.

Carl L. Bishop, former sales and advertising manager for the National Shoe Service, has joined the staff of Bowker & Company, PR and advertising consultants of Toledo, Ohio, **Benjamin C. Bowker** ● president, announced today.

Allen Wagner ● was appointed Asst. to the Chairman of the Civil Service Commission, **Robert Ramspeck** ● Since March 21, 1949, Mr. Wagner has been director of PR of the American Road Builders' Association, Washington, D. C. He is a newspaperman whose writing and editing experience dates back to 1921.



Allen Wagner

Chapter news notes

DETROIT CHAPTER

Members of the Detroit Chapter put in a busier than average month in June with two major activities included on the calendar for that 30-day period.

On June 7, the Chapter co-sponsored the Second Annual Reports Conference with the Wayne University School of Business Administration, the University of Michigan and five other Detroit organizations at which members had an opportunity to participate from the floor in an extremely lively panel discussion on the pros and cons of the content, wording and presentation of annual reports.

The Conference opened with a morning presentation by **Dr. E. T. Raney** of Wayne University on the results of two studies conducted by his school cover-

ing various phases of corporate annual reports. Study number one embraced the examination and interpretation of some 1200 responses to a questionnaire distributed to employees of a large Michigan corporation, a substantial portion of whom were also shareholders. The second study consisted of interviews by trained students with about 80 local corporation executives directly concerned with preparation and issuance of corporate annual reports.

Result of the two studies indicated that annual reports are still an unlicked problem, and that much too much attention is being given to the facts and figures portion of the reports and relatively little thought to emotional appeal.

Leslie C. Allman, Executive Vice

(Continued on page 27)

New England chapter chartered



At a dinner meeting at the Hampshire House, Boston, June 6, PRSA President Milton Fairman presented the Society's chapter charter to Thomas Holton Hoare, Boston public relations counsel who is president of PRSA's 13th organizational unit. Twenty-two charter members of the group attended the meeting from the six-state area. Robert L. Bliss, PRSA Executive Vice President, brought the greetings of the Society; and Harold R. Hall, Professor of Research in Business Administration of the George F. Baker Foundation at Harvard Graduate School of Business Administration, was guest speaker.

Chapter Officers and Directors pictured with Fairman and Bliss are: (left to right, seated):

Board Member Ten Eyck Lansing of Ten Eyck Lansing and Staff, Providence, R. I., PRSA President Fairman, PRSA Executive Vice President Bliss, Board Member Virgil

L. Rankin, Director, Boston University School of Public Relations and Communications, Boston; (standing) Board Member Clark Belden, Executive Director, New England Gas Association, Boston; Vice President Donald B. McCammond, Assistant to PR Director, Monsanto Chemical Company, Everett, Mass.; Board Member Harry A. Oltsch, PR Director Springfield Street Railway, Springfield, Mass.; Treasurer Stanley F. Withe, Manager of Department of Public Education, Aetna Affiliated Companies, Hartford, Conn.; President Thomas Holton Hoare, Boston PR Counsel and Member of the PRSA Board of Directors; Lansing T. Carpenter, Director of PR, Russell Manufacturing Company, Middletown, Conn.; Secretary Howard S. Curtis, Director of Brown University News Bureau, Providence, R. I. Board Member Lois MacFarland, Director of PR, Colby Junior College, New London, N. H., was not present when this picture was taken.



On the Water

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POSTINGS

The By-Laws of the Society require that applications for membership be posted 30 days before being submitted to the Executive Committee for approval. Members desiring to comment on the following applicants should write the Eligibility Committee, Public Relations Society of America, Inc., 525 Lexington Avenue, New York 17.

Active Membership

Orville M. Anderson, PR Director, Georson & Co., 52 Wall St., New York City. Sponsors: John W. Hill and Merrick Jackson.

Phillip G. Back, Phillip G. Back, Advertising and PR, 214½ Louisiana St., Little Rock, Ark. Sponsors: C. Armitage Harper and Ed Lipscomb.

Clifton Blackmon, Ass't Vice President and Dir. of Advertising and PR, First National Bank in Dallas, 1401 Main St., Dallas, Texas. Sponsors: Paul Cain and Ted B. Ferguson.

John C. Conover, Selva & Lee, 1 East 43rd St., New York City. Sponsors: James P. Selva and Morris M. Lee, Jr.

Edwin F. Gahan, Supervisor of Information, General Telephone Corp., 80 Broad St., New York City. Sponsors: John P. Broderick and John V. Tharrett.

Alfred M. Gertler, Editorial Director, Harshe-Rotman, Inc., 8 South Dearborn St.,

Chicago, Ill. Sponsors: Morris B. Rotman and James W. Armey.

F. F. Gregory, Dir. of PR, A. O. Smith Corp., P. O. Box 584, 3533 North 27th St., Milwaukee, Wis. Sponsors: Greta W. Murphy and Richard S. Falk.

Edward B. Higgins, Senior Partner, Edward B. Higgins and Associates, 19 Richmond St., West, Toronto, Ontario, Canada. Sponsors: William E. Austin and Herbert Richardson.

Robert T. James, Dir. of PR, Illinois State Chamber of Commerce, 20 North Wacker Dr., Chicago, Ill. Sponsors: James E. Foster and Dale Cox.

Stephen E. Korsen, In Charge of Press Relations, The Borden Co., 350 Madison Ave., New York City. Sponsors: Milton Fairman and Richard A. Aszling.

Fred D. Learey, General Commercial Mgr., The Ohio Bell Telephone Co., 42 East Gay St., Columbus, Ohio. Sponsors: Harold K. Schellenger and C. F. Weimer.

Edward Charles Logelin, Jr., Dir. of PR, United States Steel Corp. Subsidiaries, 208 South La Salle St., Chicago, Ill. Sponsors: Hale Nelson and George C. Reiting.

M. B. McDonald, Dir. of Adv. and Publicity, Florida Power & Light Co., P. O. Box 3100, Miami, Fla. Sponsors: Maxwell E. Benson and Jene K. Flanagan.

Robert A. Sandberg, Ass't to the President and Dir. of PR, The State College of Washington, Pullman, Wash. Sponsors: George A. Pettitt and Walter L. Darling.

Robert W. Sedam, Ass't Vice President,

American Telephone and Telegraph Co., 195 Broadway, New York City. Sponsors: Averell Broughton and Milton Fairman.

John J. Sheehan, Dir. of PR, New York Curb Exchange, 86 Trinity Pl., New York City. Sponsors: Weston Smith and Thomas M. Foristall.

Paul Thixtun, Ass't Dir. of PR, United States Steel Corp., 208 South La Salle St., Chicago, Ill. Sponsors: Hale Nelson and George C. Reiting.

Albert L. Walters, President, Albert L. Walters and Associates, 1209 deYoung Bldg., 690 Market St., San Francisco, Cal. Sponsors: A. G. Schermerhorn and Robert D. Ross.

Carroll R. West, Ass't Secretary in Charge of Activities and PR, Kiwanis International, 520 North Michigan Ave., Chicago, Ill. Sponsors: Rex F. Harlow and C. Stuart Siebert, Jr.

Associate Membership

Felton H. Gordon, Public Service Dir., Georgia Optometric Association, 123½ South Main St., East Point, Georgia. Sponsors: Maxwell E. Benson and Horace Renegar.

Brenton Grant, Dir. of PR, Community Chest of Cincinnati and Hamilton County, 312 West Ninth St., Cincinnati, Ohio. Sponsors: William G. Werner and E. Leo Koeser.

Helen Corwith Mauer, Ass't to the President, K. C. Pratt Inc., 50 East 42nd St., New York City. Sponsors: K. C. Pratt and Joseph L. Barrett.

Rankin Roberts, Dir. of PR, Orion, Rua 7 de Abril, 264, Sao Paulo, Brazil. Sponsors: Merrick Jackson and John V. Tharrett.

James R. Williams, Ass't Dir. of PR, Health and Accident Underwriters Conference, 176 West Adams St., Chicago, Ill. Sponsors: Clem Whitaker and Lawrence W. Rember.



Reportedly the first motion pictures for newsreel and television use made in Egypt for ten years have been filmed by a crew headed by PRSA member Hamilton Wright, Jr. (left) of the Hamilton Wright Organization, Inc. More than 40,000 feet of film have been shot, covering all phases of Egyptian life, and including first motion pictures of King Tutankhamen's priceless treasures, as well as current excavation activities of the Egyptian government. The crew has covered the Nile Valley from Alexandria to Asswan.

NEW PRSA MEMBERS ELECTED DURING 1951

CHICAGO CHAPTER	6
COLUMBUS	1
DALLAS (NORTH TEXAS)	4
DETROIT	1
HAWAII	2
HOUSTON	8
LOS ANGELES	3
MINNESOTA	6
NEW YORK	48
SAN FRANCISCO	3
ST. LOUIS	1
WASHINGTON	2
MEMBERS AT LARGE	33

TOTAL118
(Total membership-1075)

Chapter news notes

(Continued from page 25)

President of the Fruehauf Trailer Company, was the principal speaker at the noon luncheon session, and was introduced by **Thoburn Wiant**, Detroit Chapter President. Speaking on the subject, "Do People Think or Emote About Business Statements," Mr. Allman expressed the belief that to get more appeal and believability annual and corporate reports should be prepared and written in very much the same way as advertisements and sales literature are handled.

Mr. Allman stated that to the advertising or public relations end of the business should go the responsibility for planning, designing, writing the text and selecting the elements of appearance of the annual report but agreed that the controller, treasurer or accounting head should be responsible for the actual financial statements. He advocated plenty of color; many photographs; good, readable type; generous use of paragraphing and subheads; the use of simple, colorful charts to illustrate major items, and a sincere, friendly, believable text.

"The annual report," he concluded, "is perhaps the most important, the most significant piece of literature a company puts out. Certainly, then, every effort should be made to have it fulfill its purpose."

For what the afternoon panel discussion lacked in the way of definite conclusions to the questions from its audience, it made up in a spirited display of sound individual observations. Composed of representatives of management, shareholders, accounting, investment banking, writing and styling (represented by the Chapter's own **William A. Durbin**) and **Dr. H. A. Lyon** of Wayne University as moderator, the panel discussed for a swiftly-moving 90 minutes the kind of information that should be included in annual reports, the question of relying on surveys of stockholder opinion to determine content and form, whether there should be separate reports for stockholders and employees, and the ways and means of making the report a more effective channel of communication.

The second meeting was held June 20 when the Cadillac Motors Division of General Motors was host to more than 50 members for a guided tour of

its manufacturing plant, a presentation of Cadillac's PR program and dinner.

Earl Fields, Cadillac's Director of Personnel and Public Relations, conducted the presentation program, showing what Cadillac is doing in employee relations, supplier relations and community relations. **Ray Newton**, Assistant General Sales Manager for Cadillac, spoke on customer relations.

Fields showed how Cadillac, by applying PR methods to personnel operations, is able to do a thorough job of selling the company in its courtesy interviews with job applicants, who in 1950 numbered 73,600, or five times the Division's total employment.

He described the company's extensive orientation program for new employees, its 32-week educational program each year for salaried personnel, its policies of providing technical aid and general factual information to its supplier firms and outlined a successful community relations project in connection with Cadillac's establishment of its new tank plant for a defense job in Cleveland, Ohio.

Representing Cadillac as hosts for the PRSD session were Fields and **Phil**

(Continued on page 29)

If you like the *Public Relations Journal* in its present format, we believe you will like other work done by its printers, the **CHARLES FRANCIS PRESS**.

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New York Chapter previews "The Whistle At Eaton Falls"

Full-length deRochemont film with labor relations theme to receive first run national distribution

"The Whistle At Eaton Falls," a new independent motion picture feature produced by Louis (March of Time) deRochemont for distribution by Columbia Pictures, was previewed by the New York Chapter at a recent meeting. The film, which runs 90 minutes, will be released to regular movie houses in August.

The theme of the picture developed out of labor-management research by Professor Sterling Livingston of the

Harvard University School of Business Administration, and deals largely with human problems growing out of technological changes, and their consequent adjustments. The scenes are laid in a mythical New England town of Eaton Falls, New Hampshire, and utilize the blowing of the factory whistle as the token of prosperity—and the absence of its daily blasts as the omen of community ills.



Dorothy Gish (left) is co-starred as the late mill owner's wife who believes the workers' jobs should be protected, and insists that young Adams take over as manager against the wishes of her attorney who wants her to sell and retire.



Adams gets no help in his tough assignment from the plant's anti-labor production manager, nor the late owner's devious financial secretary.



"So this is the management side of the problem!" ponders Brad Adams (Lloyd Bridges) as he faces up to declining sales, heavy competition and high costs.

Filmed in Portsmouth, New Hampshire, after careful documentation with case history material reflecting similar circumstances in several New England towns where mills have recently gone silent, the story throughout carries a forceful message and conviction based on authenticity of the material and its portrayal. Except for the few Hollywood personalities who head the cast, the natives of the New England countryside play roles as "themselves" in their own unvarnished daily roles.

Lloyd Bridges and Dorothy Gish are starred, the former as the labor leader who is called on to step in and run the plant when the owner dies, and soon finds himself faced with the same management problems that confronted his predecessor in keeping the mill open—and the latter as the recent owner's widow who insists that the plant be kept going to protect the jobs of the workers, refusing to sell out and turn her back on the community's problem.

Hailed as a "first" of its kind, the picture has been called one of the most thorough attempts in movie history to document the story line from contemporary facts. Labor leaders and management spokesmen who have previewed the picture have been high in their praise of the dramatic impact of the story—and the possibilities in broadened understanding of today's human relations problems in industry that audiences will gain.

Columbia Pictures plans to stimulate tie-in showings of the picture in conjunction with civic groups and industrial plant employee relations programs through block ticket sales, as part of national theater presentations as a first-run feature. • •

Chapter news notes

(Continued from page 27)

Schaupner, Supervisor of Public Relations.

The Chapter has just issued its 1951-52 Directory of the Public Relations Society of Detroit. The 40-page booklet gives the history and by-laws of the chapter, as well as officers and committeemen, features the PRSA Code of Ethics, and lists chapter members with names, pictures, addresses, phone numbers, and PR job responsibilities.

LOS ANGELES CHAPTER

Three-way press conferences, TV newsreel exclusives, release follow-ups, and radio news-desk routing were featured items on a richly informative menu served up by a panel of leading radio-TV men at the Los Angeles Chapter meeting May 22.

Advertised as a "no-holds-barred" discussion, the panel members provided the 50 chapter members and guests with an armload of suggestions, criticisms, and recommendations.

CHAPTER SECRETARIES

CHICAGO—SCOTT JONES, Partner, Gardner & Jones

COLUMBUS—NEVIN J. RODES, Public Relations Director, Kelly & Lamb

DETROIT—WILLIAM A. DURBIN, PR Director, Burroughs Adding Machine Co.

HAWAII—WILLIAM SIMONDS, Account Representative, N. W. Ayer & Son, Inc.

HOUSTON—MALORY McDONALD, Director of PR, Missouri Pacific Lines

LOS ANGELES—JOHN E. FIELDS, Dir. of Development, Univ. of Southern Cal.

MINNESOTA—CYRIL W. PLATTES, Manager, Department of Public Service, General Mills, Inc.

NEW ENGLAND—HOWARD S. CURTIS, Director, News Bureau, Brown University, Providence, R. I.

NEW YORK—JOHN V. THARRETT, Community Relations Manager, Bigelow-Sanford Carpet Co.

NORTH TEXAS—JOHN L. TERRELL, Manager of Public Relations, Magnolia Petroleum Co., Dallas

ST. LOUIS—LEMOINE SKINNER, Jr., Lemoine Skinner, Jr., Public Relations

SAN FRANCISCO—C. E. CROMPTON, Shell Oil Company, Inc.

TOLEDO—JOHN H. BARKER, PR Director, The Toledo Edison Co.

WASHINGTON, D. C.—MAURICE O. RYAN, Manager, American Hotel Association

Chet Huntley, top Pacific Coast ABC commentator, stressed that since radio has developed its own news staffs, it was no longer safe for a public relations man to assume that his story would be handled by radio merely because it is carried by a wire service. Huntley also recommended that press releases sent to radio news desks should be followed up by a telephone call if treatment is desired by a commentator or analyst.

Jack Beck, CBS and KTSA (TV) news editor, described the operations of a news desk. He called attention to the fact that releases sent directly to the public service or public events departments of radio stations were not likely to find their way to the news desk for news handling, and suggested clearing releases first through the news desk for routing to the other departments of the station. He advised against sending brochures to a radio news desk, as there is neither time nor personnel to handle such material.

Bill Parks, editor of the KNBH (NBC-TV) Newsreel, made a special plea for simplicity in movie film strips prepared by public relations men and sent to TV newsreels for release. He particularly warned against dissolves and other de-

vices which make it difficult or impossible for the newsreel editor to edit to his particular requirements. Parks stated that TV newsreels are attempting to cover lesser known events or human interest stories in order to avoid becoming "typed" as merely handling newspaper headlines.

The panel suggested that press conferences may have to develop a new technique by providing three consecutive phases for newspapers, radio, and television, inasmuch as each media requires different handling, particularly in the matter of spot news pictures and television motion pictures.

For other than spot news releases, the panel recommended 24 hours in advance for news desks, 48 hours in advance for newsreels, and one week in advance for commentators. • •

OBITUARY

PRSA national headquarters has just received word of the passing on March 28, 1951 of PRSA member Rudolf W. Staud, Director of Public Relations, Benjamin Electric Manufacturing Company, Des Plaines, Illinois.



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People

(Continued from page 24)

Karl Dahlem • has been named Regional Director of Public Relations, American Airlines Inc., Chicago, a position he held formerly in the line's Boston regional office.

Jack Galub • formerly employee relations consultant to United Service for New Americans, New York, has been named director of publicity for *The Reporter Magazine*.

New address for (Mrs.) **Huan Madden** • is E. C. A. Mission to Austria, APO 777, Care Postmaster, New York, N. Y.

Effective July 2, the Chicago and New York PR firm of Wm. R. Harshe Associates Inc., became Harshe-Rotman, Inc., according to announcement by **Morris B. Rotman** • President. The firm was recently appointed Illinois-Indiana representative of the Crusade for Freedom, and has announced several staff additions.

Alfred L. Golden • Public relations director of New York's Blue Cross and Blue Shield Plans, has co-authored "Collector's Item," a comedy now showing in England, where it received high commendation from critics at its Manchester opening.

Harvey Matthews • until recently partner, Moynahan & Matthews, New York, has joined Earl Newsom. The name of the former firm has been changed to **John Moynahan** • & Associates.

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M. B. ROTMAN, Pres.

A Shamrock Short Story

"BOOK US NEXT MAY... *We'll Be Back*"

A DELEGATION of distinguished gentlemen waited upon our Mr. Ted Sieferth. Our Mr. Sieferth, in case you didn't know, is our Director of Sales and Conventions, and no delegation—distinguished or not—has to wait long upon him, for Mr. Sieferth can sense a delegation a mile off. Sensing delegations is his business.

"Ted," said the head of this distinguished delegation (you learn to call our Mr. Sieferth "Ted" in a jiffy), "Ted, book us next May . . . we'll be back."

We noticed Mr. Sieferth made a note in his little black book, then shook hands all around and bade his delegation Godspeed. This was, it seems, the convention committee of a large group that was winding up its 1951 meeting at The Shamrock. And before it recessed for a year, it had already decided to return to The Shamrock in 1952.

★ ★ ★

We asked Mr. Sieferth if he were not both pleased and surprised at this early turn of next year's events. Pleased? Yes. Surprised? No. To Mr. Sieferth, these "we'll be back" reservations are becoming commonplace.

It appears that trade associations, business and civic organizations, dealer groups and other conventioners like what they find when they hold their meetings at The Shamrock. And Mr. Sieferth is quick to give out with the reasons:

"First," he says, "everybody likes to come to Houston . . . that's natural. Second, they find The Shamrock has the ultimate in facilities, conveniences, accommodations and service."

(Editor's note: Please excuse Mr. Sieferth. He's the enthusiastic type.)

"Third, when they find the ultimate, they don't care to look any further for the perfect

meeting place. For example, what do conventions want?"

We didn't know.

★ ★ ★

"I'll tell you," said Mr. Sieferth. "They want ease and speed of registration—for their rooms and for their conferences; we give it to 'em.

"They want large meeting rooms with air-conditioning; spacious tables with pads, pencils, water; comfortable chairs that welcome hours of sitting, a public address system that won't go haywire, a slide or movie projector that is in capable hands, spotlights in the right place at the right time for the proper dramatic effects. We got 'em.

"They want an Exhibit Hall that works like an accordion; big booths and little ones, side-by-side as you require them; and sign painters, decorators, carpenters, florists, electricians and porters who take that last minute rush in easy stride. We got 'em.

"They want ample room accommodations for their members and delegates at reasonable rates; they want good food when they want it and where they want it. They get it.

"Most of all, they expect the help and advice of people who know the problems of putting on a successful show, big, little or middle-sized. Well, we . . ."

★ ★ ★

We interrupted Mr. Sieferth at this point, because, capable and experienced as he is (23 years in hotel, convention and trade show business) we know him to be a modest man, and we, like he, will let the record speak:

"Book us next May . . . we'll be back."

An Advertisement of The Shamrock, Houston

WRITE THE SHAMROCK, HOUSTON, FOR DETAILS OF THE ALL-INCLUSIVE
SUMMER VACATION PLAN, IN EFFECT FROM JULY 1 THROUGH SEPTEMBER 3

THE HOPPER

Buchanan Lobby Probe

I cannot refrain from dropping you a note to tell you what a very fine job I think was done by Bert C. Goss in the lead article of the May issue of the *PUBLIC RELATIONS JOURNAL*. It is my considered belief after a careful reading of this piece on the lobby committee that this is the best and most valuable piece that has ever been carried in the *JOURNAL* since I have been reading it. That may seem to you like careless exaggeration but I think it is fully justified.

It seems to me that it was time somebody analyzed this Buchanan Lobby Probe and what it was attempting to do. If the article had a weakness, it was that it did not spell out the real cause for the creation of the Buchanan Committee in addition to the obvious political motive. As I see it, it was this: for years the bureaucrats had been pushing business around and it had been taking it. In the last few years, however, business began to fight back hard and effectively, and the Buchanan Committee investigation was started in an attempt to frighten business back into its role of silent victim.

I have been much concerned myself over the implications involved in the probe. I think Mr. Goss did a very fine job of analyzing the committee's activities and conclusions and of sounding the bell in the night to the members of PRSA, most of whom will be very vitally affected by what that committee tries to do if it succeeds in its purposes. The net result, as pointed out on page 5, I believe, would be rather drastic in its consequences to corporate expression. I have no doubt that was precisely what was planned by the majority of the committee.

By presenting in the *PUBLIC RELATIONS JOURNAL* such an able piece as this on the subject, I believe you have performed a very distinct public service.

HAROLD BRAYMAN

Director, Public Relations Department
E. I. du Pont de Nemours & Company
Wilmington, Delaware

Masterpiece Of Observation

John G. Mapes' article "Industry's Invisible Employees" (June *JOURNAL*) is a masterpiece of observation. During the

war and shortly after I covered the Cleveland area, where most of his findings are based, in behalf of a recreational project. My work took me into factory offices, personnel departments, union headquarters and homes. Not suspecting my knowledge of public relations work, no "acts" were put on. It was easy to see that the unions were doing a very worthy job... for themselves. In some isolated spots management too, was not doing so badly... but not nearly enough. Most employers were allowing themselves to get sore at labor (so that it could be seen) and thus giving the union heads what appeared to me to be a free and unchallenged hand. Labor leaders were getting there "firstest" with just enough of the "worstest" to give them just enough of a cutting edge to whittle management down to a size where they could handle them. I believe that too many labor problems have been handled by lawyers instead of public relations and labor specialists. I don't know whether Mr. Mapes will agree with me, but from my observation, the last thing that labor leaders want to do is take over industry, bag-and-baggage. At least, not as long as they have that diamond-studded Damocles-Sword, presented by management to hang over... guess whose head.

PAUL C. MORRIS

Public Relations Counsel
Rye, New York

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Public Relations Journal

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